



**BHARATI VIDYAPEETH**

**(Deemed to be University), Pune**

**'A+' Accreditation (Third Cycle) by 'NAAC' in 2017**

**Category-I Deemed to be University Grade by UGC**

**'A' Grade University Status by MHRD Govt. of India**

**Ranked 68<sup>th</sup> by NIRF – 2021**

**FACULTY OF MANAGEMENT STUDIES**

**MASTER OF BUSINESS ADMINISTRATION**

**(Human Resources) -MBA(HR)**

**MBA [Regular/ Distance and Online Mode]**

**(Interdisciplinary , Multidisciplinary and Holistic Approach)**

**CHOICE BASED CREDIT SYSTEM (CBCS - 2022)**

**SYLLABUS**

**Applicable with effect from 2022-23**

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**BHARATI VIDYAPEETH  
(DEEMED TO BE UNIVERSITY), PUNE  
Faculty of Management Studies**

**Master of Business Administration – Human Resources  
MBA (HR) [Regular/Distance and Online]**

**Revised Course Structure (To be effective from 2022-2023)**

**I. Title:**

- a) Name of the Programme: **Master of Business Administration (Human Resources) - MBA(HR)**
- b) Nature & duration of the Programme: **[Regular /Distance and Online]Post Graduate Degree Programme of TWO YEARS (Approved by AICTE).**

**II. Preamble :**

The Master of Business Administration (HR) is a two-year program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted at its Constituent Units/ Learner Support Centers in Pune, New Delhi, Navi Mumbai, Karad, Kolhapur, Sangli, and Solapur. All the Constituent Units / Learner Support Centers have experienced faculty members, excellent Laboratories, Library, and other modern facilities to provide proper learning environment to the Students/Learners. This programme is very well received by the industry.

**III. Rationale for Syllabus revision:**

The Vision and Mission statements of the MBA (HR) programme embodies the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, Founder-Chancellor Bharati Vidyapeeth (Deemed to be University), Pune, which is to usher in –Social Transformation through Dynamic Education

In view of the dynamic nature of the market, an economy and evolving expectation of the stakeholders such as Students/Learners, faculty members and industry in particular, the syllabus is revised periodically. Last revision was in the year 2020-21.

Over the past two years, feedback was received from various stakeholders and considering the changes that in the macro environment, a need was felt to revise the syllabus so as to suffice the requirements of the industry and society. This revised

draft is the result of inputs received from the industry, academia, alumni and all stakeholders.

**IV. Vision Statement of MBA ( HR) Programme :**

To facilitate creation of Dynamic and Effective Business Professionals, HR Managers and Entrepreneurs who can transform the corporate sector, cater to the needs of the society and contribute towards Nation building.

**V. Broad Objectives of the Learning Outcome based Curriculum Framework (LOCF) of Master of Business Administration (Human Resource) Programme:**

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA (HR) Program is to provide world class Business Education and develop dynamic HR Managers, entrepreneurs and business leaders. The Program aims to enhance decision-making capabilities of upcoming HR managers, Leaders and Entrepreneurs by imparting critical thinking and analytical abilities in leading dynamic organizations. Master's Degree is the well-recognized postgraduate qualification in higher education. The contents of this degree are determined in terms of knowledge and understanding, expertise and skills that a student intends to acquire. Students/Learners qualify for joining a profession or to provide development opportunities in particular employment settings. Graduates are enabled to enter a variety of jobs or to continue academic study at higher level.

**VI. Aim of Master of Business Administration (Human Resource) Programme**

The aim of this programme is to inculcate the Students/Learners with rigorous knowledge and understanding the domain of field HRM. Students/Learners/Learners undertaking this programme will:

- Demonstrate an understanding of key terms , theories/concepts and practices within the field of HRM
- Demonstrate competencies in development and problem solving in the area of HR Management
- Provide innovative solutions to problems in the field of HRM
- Be able to identify and appreciate the significance of the ethical issues in HR

## **VII. Postgraduate Attributes in MBA (Human Resources)**

On completion of the PG course Students/Learners are expected to have acquired the skills of critical thinking, rational enquiry, effective communication, and exploring the relationship between the stakeholders of an organization while remaining sensitive to the fulfillment of societal objectives at large. The Graduate attributes expected from the postgraduates of M.B.A. (Human Resource) are:

- Critically assess existing theory and practice in the field of HRM
- Develop an ability to undertake qualitative and quantitative research
- Apply knowledge about qualitative and quantitative research to an independently constructed piece of work
- Respond positively to problems in unfamiliar contexts
- Identify and apply new ideas, methods and ways of thinking
- Demonstrate competence in communicating and exchanging ideas in a group context
- Be able to advance well-reasoned and factually supported arguments in both written work and oral presentations
- Work effectively with colleagues with diverse skills, experience levels and way of thinking
- Be able to evaluate HRM related social, cultural, ethical and environmental responsibilities and issues in a Global Context

## **VIII. Qualification Descriptors**

Upon successful completion of the PG course, the Students/Learners receive a M.B.A.(Human Resources) Post Graduate degree are expected to branch out into different paths seeking spheres of knowledge and domains of professional work that they find fulfilling. They will be able to demonstrate knowledge of major HR functions and the ability to provide an overview of scholarly debates relating to Human Resources. It is expected that besides the skills specific to the discipline, these wider life skills of argumentation and communication, attitudes and temperaments, and general values inherent in a discipline that studies human beings in their social context, in all its complexity, ultimately enable learners to live rich, productive and meaningful lives. The list below provides a synoptic overview of possible career paths provided by postgraduate training in MBA (HR): Human Resource Manager, Human Resource Generalist, Staffing Director, Technical Recruiter, Compensation Manager,

Employee Relations Manager, Employment Manager, Director of HR Training and Development

**IX. MBA(HR) Programme Learning Outcomes**

On the successful completion of this Post Graduate Programme, a students /Learners shall be able to:

- Apply the knowledge of management theories and practices to solve business problems
- Foster analytical and critical thinking abilities for data-based decision making
- Learn new technologies with ease and be productive at all times
- Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
- Read, write, and contribute to Business literature
- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

**X. Eligibility for Admission:**

Admission to the programme is open to any Graduate (10+2+3) of any recognized university satisfying the following conditions:

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate studying in final year of Bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
  - a) The merit at the All India entrance test (B-MAT) conducted by Bharati Vidyapeeth (Deemed to be University), Pune.
  - b) Submission of Migration Certificate, Transference Certificate, anti-ragging affidavit etc.

**XI. Structure of the Programme:**

The MBA-HR programme is of 124 credits, which need minimum two years divided into four semesters to complete. During third semester Students/Learners have to opt for specialization(s) and study the specialization courses in depth. The programme also includes Summer Internship / Summer Training of 50 days. The medium of

instruction and examination will be only English. A student would be required to complete the course as per the ABC (Academic Bank Credit) policy of UGC.

## **XII. Credits- Total: 124 credits**

The definition of credits based on the following parameters;

### **For Regular Mode**

- i) Learning hours put in by the student
- ii) Learning outcomes
- iii) Contents of the syllabus prescribed for the course etc.

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Classroom lectures delivered by Faculty member in an interactive mode.
- Tutorials (T): Sessions that includes participatory discussions, presentations by the Students/Learners, case study discussions etc.
- Practice (P): It includes LAB sessions for IT related courses & Business Communication and practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

### **ONE Credit = 15 Hours**

In terms of a Semester of 15 (FIFTEEN) weeks,

- a) Every ONE hour session per week of Lecture (L) = 01 (one) credit per Semester
  - b) TWO hour sessions per week of Tutorial (T) = 01(one) credit perSemester
  - c) TWO hour sessions per week of Practice (P) = 01(one) credit per Semester
- 

### **For CDOE**

- i) Synchronous Online Counseling/Webinars/Interactive Live Lectures
- ii) Discussion Forum/ Asynchronous Mentoring
- iii) Hours spent on E-Tutorial and E-content of Study Material
- iv) Self Study Hours including Assignments

**In this system, each credit can be described as a combination of FOUR components.**

Sr. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study hours including Assessment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counseling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchronous Mentoring (2 hours per week)	e-Tutorial in hours	e-Content hours		
1	2 credits	6 weeks	6 hours	12 hours	10	10	22	60
2	4 credits	12 weeks	12 hours	24 hours	20	20	44	120
3	6 credits	14 weeks	14 hours	28 hours	30	30	66	180
4	8 credits	16 weeks	16 hours	32 hours	40	40	88	240

### **XIII: Examinations:**

#### **For Regular**

##### **A) Scheme of Examination:**

Courses having Internal Assessment (IA) / *Internal Examination(IE)* and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 50(fifty) and 50(fifty) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having *only Internal Assessment (IA)* the respective institutes will evaluate the Students in various ways through *Class Test, Presentations, Field Assignments and Mini Projects* for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

*Open Courses shall be evaluated for 100 marks only (hundred marks only).*

*(Note: MOOCs and Open Courses are compulsory)*



## **B) Components of continuous evaluation system (CES):**

Following are the suggested components of CES,

- a) Case Study/Case let/Situation Analysis- (Group Activity or Individual Activity)
- b) Class Test
- c) Field Assignment
- d) Role Play
- e) Industry Analysis (Group Activity or Individual Activity)
- f) Business Plan
- g) Quiz
- h) Workbook / Scrapbook
- i) Presentations
- j) Mini Research Projects

### **Breakup of CES marks (50)**

Class Participation / Attendance	10
Mid-term	15
End-term	15
Class Tests, Assignments, MOOCs, Presentation/ Project, Case Study/Lab work etc.	10

## **For CDOE**

### **A) Scheme of Examinations:**

Courses having Internal Assessment (IA) and University Examinations (UE) shall be evaluated by the respective Learner Support Centers and the University at the term end for 30(IE) and 70(UE) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

For courses having *only Internal Assessment (IA)* the respective Learner Support Centers will evaluate the learners in various ways through home *assignments, online assignments*, for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

*Open Courses shall be evaluated for 100 marks only (hundred marks only).*

## **B) Components of Internal evaluation system (IE):**

Following are the suggested components of IE,

- k) Online Case Study
- l) On line Test
- m) Online Assignment
- n) Online Business plan
- o) Online Quiz
- p) Online Presentations

**Breakup of CES/CCA marks –Home Assignments, online Assignments / MOOCs: 30**

**Marks**

## **C) MOOCS Guidelines –**

MOOCS stands for Massive Open Online Courses. The student will complete MOOCS courses prescribed by Institute from following sources in respective semesters.

Following are the sources from where Students/Learners can undertake MOOCs

1. iimb.ac.in
2. swayam.gov.in
3. alison.com
4. edx.org
5. nptel.com (technical courses)
6. Coursera
7. harvardx.harvard.edu
8. udemy.com
9. futurelearn.com
10. Indira Gandhi National Open University (IGNOU)
11. National Council of Educational Research and Training (NCERT)
12. National Institute of Open Schooling (NIOS)
13. National Programme on Technology Enhanced Learning (NPTEL)

**Important Note:**

- Students should complete the MOOCs during four semesters of the program.
- Students have to submit completion certificate of all MOOCs. Unless certificate of all MOOCs are not submitted the mark sheet of the final semester will not be issued.

### **Grading System for Programmes under Faculty of Management Studies:**

The Faculty of Management Studies, Bharati Vidyapeeth (Deemed to be University), Pune has suggested the use of a 10-point grading system for all programmes designed by its different Board of Studies.

The 10 point Grades and Grade Points according to the following table

<b>Range of Marks (%)</b>	<b>Grade</b>	<b>Grade Point</b>
$80 \leq \text{Marks} \leq 100$	O	10
$70 \leq \text{Marks} \leq 80$	A+	9
$60 \leq \text{Marks} \leq 70$	A	8
$55 \leq \text{Marks} \leq 60$	B+	7
$50 \leq \text{Marks} \leq 55$	B	6
$40 \leq \text{Marks} \leq 50$	C	5
Marks < 40	D	0

### **Standard of Passing:**

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the student must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If Students/ Learners fails in IA, the Students/ Learners passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the student passes at UE.
- A Students/ Learners who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a Students/ Learners who fails in a course at IA he/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. The total marks out of 100 are converted to grade point, which will be the GPA.

### Rules of ATKT

- For course upto four semesters, a student is allowed to carry any number of Backlogs of a prescribed course in Sem-I, II, III to Sem-IV provided he appears and have backlogs

A student can appear for any four continuous semesters in an examination season including the regular semester, provided the student has appeared and have backlogs for other three semesters.

### Formula to calculate Grade Points (GP)

Suppose that 'Max' is the maximum marks assigned for an examination or evaluation, based on which GP will be computed. In order to determine the GP, Set  $x = \text{Max}/10$  (since we have adopted 10 point system).

Then GP is calculated by the following formulas

Range of Marks	Formula for the Grade Point
$8x \leq \text{Marks} \leq 10x$	10
$5.5x \leq \text{Marks} \leq 8x$	Truncate (M/x) +2
$4x \leq \text{Marks} \leq 5.5x$	Truncate (M/x) +1

Two kinds of performance indicators, namely the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA) shall be computed at the end of each term. The SGPA measures the cumulative performance of a student in all the courses in a particular semester, while the CGPA measures the cumulative performance in all the courses since his/her enrollment. The CGPA of student when he /she complete the program is the final result of the student.

The SGPA is calculated by the formula

$$SGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

Where,  $C_k$  is the Credit value assigned to a course and  $GP_k$  is the GPA obtained by the student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study during the Semester, including those in which he/she might have failed or those for which he/she remained absent. **The SGPA shall be calculated upto two decimal place accuracy.**

The CGPA is calculated by the following formula

$$CGPA = \frac{\sum C_k * GP_k}{\sum C_k}$$

where,  $C_k$  is the Credit value assigned to a course and  $GP_k$  is the GPA obtained by the

student in the course. In the above, the sum is taken over all the courses that the student has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

**The formula to compute equivalent percentage marks for specified CGPA:=  
(Final CGPA-0.5)\*10**

### **Award of Honours:**

A Students/ Learners who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed.

The criteria for the award of honours are given below.

<b>Range of CGPA</b>	<b>Final Grade</b>	<b>Performance Descriptor</b>	<b>Equivalent Range of Marks (%)</b>
9.5≤CGPA ≤10	O	Outstanding	80≤Marks≤100
9.0≤CGPA ≤9.49	A+	Excellent	70≤Marks≤80
8.0≤CGPA ≤8.99	A	Very Good	60≤Marks≤70
7.0≤CGPA ≤7.99	B+	Good	55≤Marks≤60
6.0≤CGPA ≤6.99	B	Average	50≤Marks≤55
5.0≤CGPA ≤5.99	C	Satisfactory	40≤Marks≤50
CGPA below 5.0	F	Fail	Marks below 40

### ***Important Note:***

- Student or Learner is expected to write Two Research Papers and publish it in Peer Reviewed Journals.
- A Student /Lerner can carry any number of backlog paper till Semester-IV provided his/her academic term(s) is/are granted

### **XIV: A. Dual Specialization:**

M.B.A (HR) Programme 2022-23 offers Dual Specialization to the Students/Learners in second year of MBA Programme. Under dual specialization Students/Learners will have **CORE HR** subjects and select any **One Specialization Subject** from the list given below in semester III & IV.

#### **i) Prerequisite for offering a combination of Specialization Groups**

The Constituent Unit will offer the Specializations proposed only if minimum **Ten** Students opt for the same (Not applicable in case of CDOE Students)

**ii) Specialization Combinations:**

For MBA (HR), one specialization HR is commonly offered to the Students/Learners, The second specialization may be chosen by the student from the following choices:

<b>Specialization I</b>	<b>Specialization II (Any One of these)</b>
Human Resource Management (Core)	Marketing Management
	Financial Management
	Human Resource Management
	International Business Management
	Production & Operations Management
	Information Technology Management
	Agribusiness Management
	Retail Management
	Project Management
	Business Analytics
	Event Management
	Hospitality Management
	Sports Management

**20) EVALUATION THROUGH PRESENTATION/VIVA-VOCE AT THE INSTITUTE**

The student will give a presentation based on his training report, before an expert committee constituted by the University and the Institute as per norms of the institute.

The evaluation will be based on the following criteria:

- Quality of content presented.
- Proper planning for presentation.
- Effectiveness of presentation.
- Depth of knowledge and skills.
- Attendance record, daily diary, departmental reports shall also be analyzed along with the Internship Report.
- This presentation will enable sharing knowledge & experience amongst students & teachers and build
- Communication skills and confidence in students.

Winter Internship: Willing and eligible students can also do a Winter Internship after their Ist semester exams. This is voluntary and without any credits. Students who have more than 75% attendance in their Ist semester are eligible to do the Winter Internship. If they are selected the Institute gives them a No Objection Certificate (NOC) to the Internship. Students need not attend the sessions but they need to attempt all the internal test/seminars/MOOC's/assignments, etc. as part of the continuous evaluation system(CES). This Internship helps the students gain practical industry exposure while pursuing their MBA.

**The Format for joining report to be sent by the reporting manager in the organization:**

**(Name of the Institute: \_\_\_\_\_)**

**Joining Report for Summer Internship**

- Name of the Student :
- Course/Div/Roll No :
- Name of the Company :
- Name of the Internal Faculty Guide :
- Name of the Mentor
- (Company guide) :
- Address :
- Telephone /Mobile No. :
- Date of Joining :
- Title of project :

**(Signature of the Student)**

**(Signature of Mentor) Stamp**

**Note:if the seal of the organization is not available, attach the visiting card/business card of your organizational guide; otherwise this report will be treated as void.**



**The Format for the three progress reports to be sent by the reporting manager in the organization:**

**(Name of the Institute : \_\_\_\_\_)**

**Fortnightly progress report for Summer Internship (to be sent to respective faculty guide email id)**

- Name of the Student :
- Course/Div/Roll No :
- Name of the Organization :
- Department /Assigned :
- Name of the faculty Guide :
- Title of the Project :
- Mentor/Guide in the company :
- Name and Designation :
- Ph no and e-mail :
- Date of Joining :
- Progress made in the fortnight :
- Date : From to

**Remarks of the Guide: Progress is Satisfactory/Not satisfactory**

\_\_\_\_\_  
**(Signature of mentor & stamp of the company)**

**Note: If the seal of the organization is not available, attach the visiting card/business card of your organizational guide; otherwise this report will be treated as void**

**XV. Question Paper Patterns for University Examination (Regular):**

The pattern of *question paper* for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 50

Date:

Time: 03 Hours

Instructions:

1. Section I –Attempt any FOUR questions. Each question carries 07 Marks.

2. Question 7 from Section II is compulsory. It carries 12 marks.

And attempt any ONE questions from rest of the two questions in Section II. This question carries 10 Marks

SECTION – I		28 Marks	
<i>It should contain 06 questions covering the syllabus. Questions should be set uniformly from all the units.</i>		<b>CO</b>  (CO number to be mentioned: Refer Syllabus)	<b>BL</b>  (Bloom's Taxonomy Level to be mentioned viz. Create (1); Evaluate (2); Analyze(3); Apply (4); Understand (5); Remember (6))
Question	Marks	CO	BL
Q.1 .....	(7 marks)		
Q.2 .....	(7 marks)		
Q.3 .....	(7 marks)		
Q.4 .....	(7 marks)		
Q.5 .....	(7 marks)		
TWO Q.6 Write <b>Short Notes</b> on ANY a) b) c)	(7 marks)		
<b>SECTION – II</b>		<b>22</b>	

<i>Question No.7 or the first Question of Section II is compulsory. This question should be based on case-study and would carry 12 marks. After this there should be 02 questions each of 10 Marks. Students have to attempt any one out of two questions. All these questions in this section should be designed to evaluate the higher levels of Bloom's Taxonomy viz. Create, Evaluate, Analyze, Apply.</i>		<b>CO</b>	<b>BL</b>
Q.7.....	<b>(12 marks)</b>		
Q.8.....	<b>(10 marks)</b>		
Q.9.....	<b>(10 marks)</b>		

**Note:**

1. Answers to section I and II should be written in the same answer book.
2. The question paper should be relevant to the set of course outcome.
3. Question Papers shall be prepared to incorporate varying levels of difficulty such as:
  - i. Must know – vital (60% weightage)
  - ii. Should know – essential (20% weightage)
  - iii. Could know – desirable (20% weightage)
4. The length of the question-reasonably feasible for an average student to answer with in the stipulated time.

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**XVI. Question Paper Patterns for University Examination (Distance):**

The pattern of *question paper* for the courses having University Examinations will be as follows:

**Title of the Course**

**Day:**

**Total Marks: 70**

**Date:**

**Time: 03 Hours**

**Instructions:**

**Instructions:**

- 1. Section I Question No 1 is Compulsory.**
- 2. Attempt any THREE questions from Section II. Each question carries 10 Marks.**
- 3. Attempt any TWO questions from Section III. Each question carries 10 Marks.**

SECTION – I			
		CO (CO number to be mentioned: Refer Syllabus)	BL (Bloom's Taxonomy Level to be mentioned viz. Create (1); Evaluate (2); Analyze (3); Apply (4); Understand(5); Remember (6))
Q 1. Includes <b>20 objective</b> type sub questions covering all units of course, each sub question carries <b>1</b> marks. (Each questions should be mapped with the CO & BL)	<b>(20 marks)</b>	Each objective questions to be mapped with CO & BL	
SECTION – II			
<i>It should contain 4 questions covering the syllabus. Questions should be set uniformly from all the units.</i>		CO (CO number to be mentioned: Refer Syllabus)	BL
Question	Marks	CO	BL
Q.2 .....	<b>(10 marks)</b>		
Q.3 .....	<b>(10 marks)</b>		
Q.4 .....	<b>(10 marks)</b>		
Q.5 Write <b>Short Notes</b> on ANY TWO a. b. c.	<b>(10 marks)</b>		
SECTION – III			
<i>Questions of Section III should be application oriented based on case-study and would carry 10 marks each. Students have to attempt any two out of three questions. All these questions in this section should be designed to evaluate the higher levels of Bloom's Taxonomy viz. Create, Evaluate, Analyze, Apply.</i>		CO	BL

Q.6.....	<b>(10 marks)</b>		
Q.7.....	<b>(10 marks)</b>		
Q.8.....	<b>(10 marks)</b>		

**Note:**

5. Answer book for the **Section I** will be **separate** and student should **return** this answer book within **first half an hour**.
6. Answers to **Section II and III** should be written in the **SAME ANSWER BOOK**.
7. The question paper should be relevant to the set of course outcome.
8. Question Papers shall be prepared to incorporate varying **levels of difficulty** such as:
  - iv. Must know – Vital (60% weightage)
  - v. Should know – Essential (20% weightage)
  - vi. Could know – Desirable (20% weightage)

The length of the question-reasonably feasible for an average student to answer with in the stipulated time.

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## **XV. STRUCTURE OF THE SYLLABUS**

**The MBA Programme as per Semesters, Credits and Marks is as follows:**

<b>Semester</b>	<b>Credits</b>	<b>Marks Distribution</b>
I	31	900
II	35	900
III	39	900
IV	19	700
<b>Total</b>	<b>124</b>	<b>3400</b>

**XVI. PROGRAMME MODULE MBA (HR) -2022**

**Semester -I**

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
101	Management Concepts & Applications	IE&UE	3	50	50	30	70	100
102	Managerial Economics	IE&UE	3	50	50	30	70	100
103	Financial & Management Accounting	IE&UE	4	50	50	30	70	100
104	Organizational Behaviour	IE&UE	3	50	50	30	70	100
105	Statistical Techniques	IE&UE	4	50	50	30	70	100
106	Organization Development and Change Management	IE&UE	3	50	50	30	70	100
107	Business Communication	IE&UE	3	50	50	30	70	100
108	Fundamentals of Information Technology	IE	2	100	-	100	--	100
109	MOOCS – I *	-	4	-	-	-	--	-
110	Open- I**	IE	2	100	-	100	--	100
<b>Total No. of Credits</b>			<b>31</b>	<b>550</b>	<b>350</b>	<b>410</b>	<b>490</b>	<b>900</b>

\*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

\*\*Open Courses: Students/Learners can opt any one course from the following

Course Code	Open Course
Open Course	Agriculture Business Management
Open Course	Community Work- I
Open Course	Current Affairs
Open Course	Universal Human Values
Open Course	Counseling Psychology.

## Semester - II

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
201	Marketing Management	IE&UE	3	50	50	30	70	100
202	Financial Management	IE&UE	4	50	50	30	70	100
203	Human Resource Management	IE&UE	3	50	50	30	70	100
204	International Business	IE&UE	3	50	50	30	70	100
205	Production & Operations Management	IE&UE	3	50	50	30	70	100
206	Research Methodology	IE&UE	4	50	50	30	70	100
207	Operations Research For Managers	IE&UE	3	50	50	30	70	100
208	Business Ethics and Corporate Governance	IE	2	100	-	100		100
209	MOOCS – II*	-	4	-	-	-		-
210	MOOCS – III*	-	4	-	-	-		-
211	Open –II**	IE	2	100	-	100		100
<b>Total No. Credits</b>			<b>35</b>	<b>550</b>	<b>350</b>	<b>410</b>	<b>490</b>	<b>900</b>

\*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

\*\*Open Courses: Students/Learners can opt any one course from the following

Course Code	Open Course
Open Course	Data analysis using Ms- Excel
Open Course	E-commerce Application
Open Course	Managerial Skills for Effectiveness
Open Course	Social Media Management
Open Course	Yoga and Meditation

\*\*\* In addition to the above; Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.



### Semester -III

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
301	Strategic Management	IE&UE	3	50	50	30	70	100
302	Legal Aspects of Business	IE&UE	3	50	50	30	70	100
303	Innovation, Design Thinking and Entrepreneurship Management.	IE&UE	3	50	50	30	70	100
<b>HR01</b>	Human Resource Planning and Development(Core HR)	IE&UE	3	50	50	30	70	100
<b>HR02</b>	Labour Laws-I (Core HR)	IE&UE	3	50	50	30	70	100
<b>See groups</b>	Specialization I - E-(i)	IE&UE	3	50	50	30	70	100
<b>See groups</b>	Specialization II - E-(ii)	IE&UE	3	50	50	30	70	100
304	**Summer Internship	IE	8	100	---	100	---	100
305	MOOCS – IV*	-	4	-	--	-	--	-
306	MOOCS – V*	-	4	-	--	-	--	-
307	Open –III**	IE	2	100	--	100	--	100
<b>Total No. of Credits</b>			<b>39</b>	<b>550</b>	<b>350</b>	<b>410</b>	<b>490</b>	<b>900</b>

\*Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

\*\*Open Courses: Students/Learners can opt any one course from the following

Course Code	Open Course
Open Course	Digital Marketing
Open Course	Corporate Taxation
Open Course	Cross Cultural Issues & International HRM
Open Course	Artificial Intelligence in HR Practices
Open Course	Indian Culture

**\*\* In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

## Semester -IV

Course Code	Name of the Subjects	Format	Credits	Regular Mode		CDOE		Total Marks
				IE	UE	IE	UE	
401	Project Management	IE&UE	3	50	50	30	70	100
<b>HR03</b>	Compensation and Benefits Management (Core HR)	IE&UE	3	50	50	30	70	100
<b>HR04</b>	Competency Mapping and Performance Management (Core HR)	IE&UE	3	50	50	30	70	100
<b>See groups</b>	Specialization II - E-(iii)	IE&UE	3	50	50	30	70	100
<b>See groups</b>	Specialization II - E-(iv)	IE&UE	3	50	50	30	70	100
402	Environment & Disaster Management	IE	2	100	-	100	-	100
403	Open –IV	IE	2	100	-	100	-	100
<b>Total No. Credits</b>			<b>19</b>	<b>450</b>	<b>250</b>	<b>350</b>	<b>350</b>	<b>700</b>

Student has to complete MOOCS compulsory [Please refer MOOCS guidelines as per point no. X(C)]

\*\*Open Courses: Students/Learners can opt any one course from the following

Course Code	Open Course
Open Course	Introduction to Data Science
Open Course	Human Resource Analytics
Open Course	Labour Laws II
Open Course	Cyber Security
Open Course	Financial Planning & Instruments

**\*\* In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

### AS PER AICTE –MODULE

- Total =124 credit
- I year – 66 credit
- II Year =58 credit (50+8 Internship )
- Total Marks- 3400 ( I to IV sem)-(I-900+II-900+III-900+IV-700)
- Structure – UE+IE, IA

## **XVII. LIST OF SPECIALIZATION – ELECTIVES**

### **Elective: Marketing Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
MK01	Consumer Behaviour
MK02	Services Marketing
<b>Sem IV</b>	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

### **Elective: Financial Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
FM01	Investment Analysis & Portfolio Management
FM02	Management of Financial Services
<b>Sem IV</b>	
FM03	Corporate Finance
FM04	International Financial Management

### **Elective: Human Resource Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
HR(E) 01	Employee Relations and Labor welfare
HR(E) 02	HRD Instruments
<b>Sem IV</b>	
HR(E) 03	Negotiations and Counseling
HR(E) 04	HR Audit

### **Elective: International Business Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
IB01	Regulatory Aspects of International Business
IB02	Export Import Policies, Procedures and Documentation
<b>Sem IV</b>	
IB03	International Marketing
IB04	Global Business Strategies

**Elective: Production and Operations Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
PM01	Quality Management
PM02	Business Process re-engineering
<b>Sem IV</b>	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

**Elective: Information Technology Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
IT01	System Analysis & Design
IT02	Information System Security & Audit
<b>Sem IV</b>	
IT03	RDBMS with Oracle
IT04	Enterprise Business Applications

**Elective: Agribusiness Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
AM01	Rural Marketing
AM02	Supply Chain Management in Agribusiness
<b>Sem IV</b>	
AM03	Use of Information Technology in Agribusiness Management
AM04	Cooperatives Management

**Elective: Retail Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
R01	Introduction to Retailing
R02	Retail Management & Franchising
<b>Sem IV</b>	
R03	Merchandising, Display & Advertising
R04	Supply Chain Management in Retailing

**Elective: Project**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
<b>PR01</b>	<b>Project Risk Management</b>
<b>PR 02</b>	<b>Software Project Management Tools</b>
<b>Sem IV</b>	
<b>PR 03</b>	<b>Managing Large Projects</b>
<b>PR 04</b>	<b>Social Cost and Benefit Analysis of Project</b>

**Elective: Business Analytics & Data Mining**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
BA 01	Business Analytics for Managers
BA 02	Multivariate Statistics
<b>Sem IV</b>	
BA 03	Data Warehousing and Data Mining
BA 04	Applied Analytics

**Elective: Event Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
EM 01	Event Marketing
EM 02	Event Risk Management
<b>Sem IV</b>	
EM 03	Customer Relationship in Event Management
EM 04	Human Resource in Event Management

**Elective: Hospitality Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
HM 01	Food Service Operation
HM 02	Tour Operations Management
<b>Sem IV</b>	
HM 03	Hospitality Marketing Management
4M 04	Accommodation Operations Management

**Elective: Sports Management**

<b>Sem III</b>	
<b>Code.</b>	<b>Name of the Course</b>
SM 01	Sports Marketing
SM 02	Basics of Sports Medicine & Nutrition
<b>Sem IV</b>	
SM 03	Sports Sponsorships
SM 04	Managing Sports Organization

**MBA (HR) CBCS- 2022-23****(Regular/Distance and Online Mode)****XVIII. Summary of the Syllabus Content**

<b>Sr. No</b>	<b>Syllabus Content</b>	<b>Remark(If Any)</b>
1	<b>Total credit (124)</b> Change the credit structure in all semester as per AICTE Norms	
2	<b>Total Marks of Subjects- 3400</b> Marks & Credit distributed <ul style="list-style-type: none"><li>• Sem I= 900 (31)</li><li>• Sem-II- 900 (35)</li><li>• Sem-III-900(39)</li><li>• Sem-IV-700 (19)</li><li>• <b>Total -3400 (124)</b></li></ul>	
3	<b><u>Introduced MOOCS</u></b> in all Four semester at course Structure Mandatorily. Semester –I MOOCS- 4 Credit Semester –II MOOCS- 8 Credit Semester –III MOOCS- 8 Credit Total = 20 credit	MOOCS becomes Mandatory as per UGC and AICTE Norms.
4.	<b><u>Introduce New specialization (4)</u></b> <ul style="list-style-type: none"><li>• Business Analytics</li><li>• Event Management</li><li>• Hospitality Management</li><li>• Sports Management</li><li>• Infrastructure Management</li></ul> <b>New Syllabus- Area of Specialization = 14</b>	
5	Introduce Five (5) choice based open subject each semester	
5	<b>Examination Pattern</b> <b>UE-100 MARKS</b> <b>IE- 50 MARKS</b> <b>Total = 100</b> <b>UE- Examination Hours- 3hours</b>	

## Programme Structure

AQAR Based Course structure – Course mapping and outcome base subjects

Sr.No.	Name of the Course	No. of Subjects
1	Core Subjects	22
2	Electives Subjects (13 Elective * 2 Subjects =26 Subjects ) each for semester III & IV	52
3	Open Subjects	20
4	MOOCS	05
	<b>TOTAL</b>	<b>99</b>

Sr.No.	Name of the Course	No. of Course
1	Employability Skill	70
2	Entrepreneurship Development	52
3	Skill Development (Life Skill, Knowledge Skill, Personality Skill, Managerial Skill)	25

Sr.No.	Name of the Course	No. of Course
1	<b>Combination of Programme as per UGC AND AQAR (Core+ Elective + open+ MOOCS) =4 COMBINATION</b>	99
2	Core Course (Common Subject(Sem-I to IV))	22
3	Generic Elective –Open Elective (Sem-III &IV)	09
4	DSE-Discipline Specific Elective(13 Elective*2)	52
5	Ability Enhancement Compulsory Course ((Sem-I to IV))	16
	<b>Total Programmes</b>	<b>99</b>

**MBA (HR) SEMESTER I**  
**Revised Syllabus**  
**With Effect from (2022 –23)**



Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
I	101	Management Concepts and Applications	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>To understand the basic Management Concepts and Skills.</li> <li>To study the Principles and Functions of Management.</li> <li>To learn the Applications of Principles of Management.</li> <li>To familiar with the Functional areas of management.</li> <li>To study the Leadership styles in the organization.</li> <li>To expose to the Recent trends in management.</li> </ul>			
<b>Learning Outcomes:</b>			
<p>On completion of this course, the students will be able to</p> <ul style="list-style-type: none"> <li>Understand the Management Concepts and Managerial Skills.</li> <li>Focus on the Principles and Functions of Management.</li> <li>Learn to apply the Principles of Management in practice.</li> <li>Familiarize with the Functional areas of management.</li> <li>Use the effective Leadership styles in the organization.</li> <li>Recognize the Recent trends in management.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Management:</b> Definition and meaning of Management, Characteristics of Management, Management as Art and Science, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Skills and Functions of Manager		6
2	<b>Planning:</b> Meaning of Planning, Nature and importance of Planning, Steps in Planning Process, Types of Plans, Objectives-meaning, Management by Objectives (MBO), Management by Exception.  <b>Decision Making</b> Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and Vroom-Jago Model.		6
3	<b>Organizing:</b> Meaning of Organizing, Process of Organizing, Principles of Organizing , Types of organizational structures - Formal and Informal, Line and Staff Relationship Departmentalization - Bases of Departmentalization,.  <b>Staffing:</b> Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Training of Employees: Methods. Performance Appraisal: Methods,		7
4	<b>Directing:</b> Meaning of Directing, Principles of Directing, Span of Management - Determinants of Span of Management, Centralization Vs Decentralization, Authority, Responsibility and Accountability: Delegation of Authority -		8

	Advantages of Effective Delegation.Barriers to effective delegation Delegation Vs Decentralization	
5	<b>Controlling:</b> Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Leadership: meaning , Importance Styles of Leadership,	7
6	<b>Functional Departments And Sections -</b> HR, Marketing, Production & Operations, Finance, etc. <b>Introduction To Business Sectors:</b> Manufacturing (Automobile, Pharmaceutical, etc ), Service ( IT, Telecom, Banking, Insurance, etc), Management of SMEs.	8

#### Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year of	Publisher
1 – National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management		Himalaya Publishing
2 – National	Dr. T. Ramasamy	Principles and Practice of Management		Himalaya Publishing
3 – National	L.M. Prasad	Principles and Practice of Management,		Sultan Chand &
4 – International	Koontz, Weihrich and A. Ramchandra	Principles of Management		Tata McGraw-
5 – International	Peter F. Drucker	Practice of Management		Harper Business.
6 – International	Richard L. Daft	Principles of Management		Cengage
7-Lead Textbook	Pravin Durai	Principles of Management – Text & Cases	2019	Pearson

#### Online Resources:

Online Resources No	Web site address
1	<a href="http://www.ft.com/business-education">http://www.ft.com/business-education</a> .
2	<a href="http://www.makeinindia.com/policy/new-initiatives">http://www.makeinindia.com/policy/new-initiatives</a> .
3	<a href="https://india.gov.in/">https://india.gov.in/</a>
4	<a href="http://pmindia.gov.in/en/">http://pmindia.gov.in/en/</a>
5	<a href="http://www.makeinindia.com/policy/new-initiatives">http://www.makeinindia.com/policy/new-initiatives</a>
6	<a href="https://mygov.in/group/digital-india">https://mygov.in/group/digital-india</a>
7	<a href="http://www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html">www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html</a>

#### MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/learn/management-fundamentals-healthcare-administrators">https://www.coursera.org/learn/management-fundamentals-healthcare-administrators</a>

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>I</b>	<b>102</b>	<b>Managerial Economics</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision-making.</li> <li>To prepare the students for the use of managerial economics tools and techniques in specific business settings.</li> <li>Comprehend how changes in the environment in which firms operate influence their decision-making.</li> <li>To develop managerial skills for developing business strategy at the firm level.</li> <li>To understand recent developments in strategic thinking and how it is applied to economic decision making.</li> <li>Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>Understand the role of managers in firms.</li> <li>Analyze the demand and supply conditions and assess the position of a company.</li> <li>Estimation of production function and finding out optimal combination of input using Isoquant and Isocost.</li> <li>Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market.</li> <li>Enable to know the importance of various sectors of the economy and their contribution towards national income.</li> <li>Investigate potential output and compute output gaps and diagnose the outlook for the economy.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction to Economics For Business -Nature and Scope of Managerial Economics, Firm and its Objectives, Theories of Firm, Role of Managerial Economics in Decision Making.		5
2	Demand Theory and supply- Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Concept of Supply, Demand and Supply Equilibrium, Shift in Demand and Supply.		9
3	Theory of Production -Production function, Law of Diminishing Marginal Returns, Three stages of Production, The Long run Production function, Isoquant and Isocost curve, Importance of Production function in managerial decision making.		8
4	Theory of Cost - Classification of Costs - Short Run and Long Run Cost, Cost Function, Scale Economies, Scope Economies, Dual Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium).		7
5	Market Structure - Introduction to different types of Market- Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination		9

	under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly (Kinked Curve), Game theory.	
6	Macroeconomic markets and Integration -Product Market: Saving and Investment Function, consumption function. Aggregate demand and Aggregate supply. Fiscal Policy and Monetary Policy for uplifting the economy. Types of Business Cycle.	7
Activity	Students are required to prepare workbook (practical file) -Hands on practice towards diagrams of Demand, Supply, Markets and price determination. News from economic times –For Policy Making, Industry related and country specific. Applications of managerial economics in different firms. Comparing the GDP and other key indicators across the countries. Macroeconomic indicators and the role of fiscal policy in uplifting economy.	

#### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	DN Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G.S Gupta	Managerial Economics: Micro Economic	2004	McGraw Hill
3 National	H.L.Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	R.Dornbusch, S.Fischer	Macro Economics	2018	McGraw Hill
6 International	A.Koutsoyiannis	Micro Economics	1979	Mac Millan

#### Online Resources:

Online Resources No.	Web site address
1	<a href="http://www.rbi.org.in">www.rbi.org.in</a>
2	<a href="http://www.economicshelp.org">www.economicshelp.org</a>
3	<a href="http://www.federalreserve.gov">www.federalreserve.gov</a>
4	<a href="http://www.economist.com">www.economist.com</a>
5	<a href="http://www.bbc.com">www.bbc.com</a>
6	International Journal of Economic policy in Emerging Economies <a href="https://www.inderscience.com/jhome.php?jcode=ijepee">https://www.inderscience.com/jhome.php?jcode=ijepee</a>
7	Journal of International Economics <a href="https://www.journals.elsevier.com/journal-of-international-economics/">https://www.journals.elsevier.com/journal-of-international-economics/</a>

**MOOCs:**

<b>Resources No.</b>	<b>Web site address</b>
1	Swayam –IIT <a href="https://swayam.gov.in/nd1_noc20_mg20/preview">https://swayam.gov.in/nd1_noc20_mg20/preview</a>
2	Swayam –IIM <a href="https://swayam.gov.in/nd2_imb19_mg16/preview">https://swayam.gov.in/nd2_imb19_mg16/preview</a>
3	EDX –IIM <a href="https://www.edx.org/course/introduction-to-managerial-economics-2">https://www.edx.org/course/introduction-to-managerial-economics-2</a>
4	Coursera <a href="https://www.coursera.org/specializations/managerial-economics-business-analysis">https://www.coursera.org/specializations/managerial-economics-business-analysis</a>

<b>Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>I</b>	<b>103</b>	<b>Financial and Management Accounting</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	4	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>To acquaint the learners with the fundamentals of Financial Accounting.</li> <li>To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor</li> <li>To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)</li> <li>To introduce the concepts of Cost and Management Accounting</li> <li>To orient the students about application of budgetary control as a technique of Management Accounting</li> <li>To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Learners will be able to know the fundamentals of Financial Accounting and Accounting Principles</li> <li>Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor</li> <li>Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS)</li> <li>Learners will be familiar with concepts of Cost and management Accounting</li> <li>Learners will be able to apply the technique of Budgetary Control</li> <li>Learners will be able to apply the technique of Standard Costing and Marginal Costing.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to Financial Accounting</b> Financial Accounting: Definition, Objectives and Scope, Accounting Concepts and Conventions, GAAP, Branches of Accounting, Accounting Cycle, End Users of Financial Statements		7
2	<b>Accounting Mechanics</b> Principles of Double Entry Book-Keeping, Journal Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor, Meaning of Financial Statements, Importance and Objectives of Financial Statements		11
3	<b>Introduction to International Accounting Standards</b> Development of international accounting standards and financial reporting rules. Role of ICAI and Ministry of Corporate Affairs in setting up Accounting Standards. Need and Advantages of International Financial Reporting Standards (IFRS) IFRS for Small and Medium Enterprises		5

	(SMEs).	
4	<b>Introduction to Cost and Management Accounting</b> Cost Accounting: Meaning and Importance ,Concept of Cost Centre, Cost Unit, Classification of Costs, Preparation of Cost Sheet, Management Accounting: Definition, Nature and Scope, Distinction between Financial Accounting and Management Accounting	6
5	<b>Techniques of Management Accounting (Budgetary Control)</b> Meaning, Objectives, Advantages and Limitations of Budgetary Control Types of Budgets, Preparation of Flexible Budget and Cash Budget	8
6	<b>Techniques of Management Accounting (Standard Costing and Marginal Costing)</b> Meaning of Standard Costing, Steps to implement Standard Costing Variance Analysis of Material and Labour Costs, Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety, Caselets of Management accounting : decision making	11

#### Reference Books:

Reference Books(Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.N. Maheswari	An Introduction to Accounting	11 <sup>th</sup> edition	Vikas
2 – National	Ambarish Gupta	Financial Accounting for Management	5 <sup>th</sup> edition	Pearson
3 – National	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting	2015 edition	Taxman
4 – International	Colin Drury, Huddersfield	Cost and Management Accounting	7 <sup>th</sup> 2011	Cengage Learners
5 – International	Pauline Weetman Fin	Financial and Management Accounting – An introduction,	7 <sup>th</sup> 2015	Pearson
6 – International	Jan Williams , Sue Haka , Mark Bettner , Joseph Carcell	Financial & Managerial Accounting,	18 <sup>th</sup> edition	McGraw hill

#### Online Resources:

Online Resources No.	Web site address
1	<a href="https://www.moneycontrol.com/">https://www.moneycontrol.com/</a>
2	<a href="http://www.icai.org">www.icai.org</a>
3	<a href="https://www.ifrs.org/">https://www.ifrs.org/</a>
4	<a href="https://icmai.in/icmai">https://icmai.in/icmai</a>
5	<a href="https://www.rbi.org.in/">https://www.rbi.org.in/</a>

**MOOCs:**

<b>Resources No.</b>	<b>Web site address</b>
1	<a href="https://www.coursera.org/learn/wharton-accounting">https://www.coursera.org/learn/wharton-accounting</a>
2	<a href="https://www.classcentral.com/course/whartonaccounting-769">https://www.classcentral.com/course/whartonaccounting-769</a>
3	<a href="https://swayam.gov.in/nd2_cec19_cm04/preview">https://swayam.gov.in/nd2_cec19_cm04/preview</a>
4	<a href="https://swayam.gov.in/nd1_noc19_mg36/preview">https://swayam.gov.in/nd1_noc19_mg36/preview</a>
5	<a href="https://www.coursera.org/learn/accounting-for-managers">https://www.coursera.org/learn/accounting-for-managers</a>



<b>Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>I</b>	<b>104</b>	<b>Organizational Behavior</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Full Credit	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To create Dynamic and Effective Business Professionals and Leaders.</li> <li>• To transform the individuals to cater to the needs of the society and contribute to Nation building</li> <li>• To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior.</li> <li>• To improve Organizational Behavior by having a sound knowledge of cultural differences.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Understand the expected individual and team behavior in business world.</li> <li>• The awareness of applicable leadership qualities for entrepreneurs / corporate / managers.</li> <li>• To develop skills and inculcate motivational concepts.</li> <li>• To be aware of individual, cultural difficulties of organizations and to be able to master over them.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction to Organizational Behaviour – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study		8
2	Individual Behavior : Perception – Factors influencing perception, Process, Perception distortion- halo effect, stereotyping, projection, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values, Learning- Theories of Learning –reinforcement		8
3	Motivation Concepts to applications: Concept of motivation - Definition - Theories of Motivation - Maslow's' need Theory, Herzberg's Two factor theory, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign		8
4	Group Behavior: Group-Formation of Group -Classification-informal and formal groups, Group Properties - Roles, norms, status, size and cohesiveness-Group decision making–Group Shift, Group Think,Creating effective teams.Conflict-Process-Conflict management		8
5	Leadership: Concept of Leadership-Traits of good Leader-Difference between Leader and Manager-Theories of Leadership– Trait theory, Behavioral theory and Contingency theory, Ohio State and Michigan Studies		8

	-Blake and Mouton theory-Fielders model-Likert's model. Managers as leaders. Leadership Styles. Future perspectives of Leadership	
6	The Organization System : Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress, Workforce diversity- Diversity management strategies. Culture - Definition, Culture's function, need and importance of Cross Cultural training – Organizational Change – Forces for change, resistance to change, Managing organizational change.	8

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	Kavita Singh	Organizational Behaviour	2015, 3 <sup>rd</sup> edition	Pearson Publication
2 International	Robbins, Timothy Judge, SeemaSanghi	Organizational Behaviour	12 <sup>th</sup> edition	Stephen Pearson Prentice Hall
3 National	M N Mishra	Organizational Behaviour	2010	Vikas Publishing House Pvt. Limited
4 International	Fred Luthans	Organizational Behaviour	13th edition	Mc Grow Hill Inc
5 International	John Newstrom and Keith Davis	Organizational Behaviour	11 <sup>th</sup> edition	Tata McGraw Hill

Online Resources No.	Web site address
1	<a href="http://www.bretlsimmons.com">www.bretlsimmons.com</a>
2	<a href="https://www.youtube.com/watch?v=JJa7vP3gyL4">https://www.youtube.com/watch?v=JJa7vP3gyL4</a>
3	<a href="http://www.positivesharing.com">www.positivesharing.com</a>
4	<a href="https://www.youtube.com/watch?v=r2Xv9Am7PWQ">https://www.youtube.com/watch?v=r2Xv9Am7PWQ</a>

### MOOCs:

Resources No.	Web site address
1	Alisons
2	Swayam

Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
I	105	Statistical Techniques	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>To introduce to the learner the importance of statistical techniques in business applications</li> <li>To familiarize with the basic concepts of statistical techniques.</li> <li>To expose to the Graphical representation of data.</li> <li>To impart skills in computation and application of correlation and regression.</li> <li>To understand the basics of probability and testing of hypotheses</li> </ul>			
Learning Outcomes:			
<p>After learning the concepts of Statistical Techniques, students will be able to have a</p> <ul style="list-style-type: none"> <li>Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis</li> <li>Have clear understanding of various statistical tools and their applications in Business.</li> <li>Analyze the importance of Statistical Techniques in different functional areas of Management.</li> <li>Apply Correlation and Regression Techniques in Business applications.</li> <li>To apply the statistical techniques to small data sets for analysis and interpretation</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Statistics:</b> Introduction to Statistics, Importance of Statistics in modern business environment. Applications of Statistics. Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves		6
2	<b>Measures of Central Tendency Measures of Central Tendency:</b> Arithmetic mean, Median and Mode, examples on missing frequency, Positional averages - Quartiles, deciles and percentiles.		10
3	<b>Measures of Dispersion</b> – Range - Quartile deviations, Mean deviation, Standard Deviation, Variance, Coefficient of Variation. Applications in business and management.		12
4	<b>Correlation analysis:</b> Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient.		6
5	<b>Regression analysis:</b> Regression lines, Regression coefficients. Business application		6
6	<b>Probability &amp; Probability Distributions:</b> Elementary probability concepts: Random Experiment, Outcome, Sample space, Examples on Tossing of coins, throwing dice, playing cards. <b>Probability Distributions-</b> Binomial, Poisson and Normal Distribution		6

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.C.Gupta& Indira Gupta	Business Statistics	2016	Himalaya Publishing House
2 – National	Bhardwaj R. S.	Business Statistics	2009	Excel Books India
3 – National	R.P. Hooda	Statistics for Business and Economics	2013	Vikas Publishing House
4 – International	Richard I. Levin & David	Statistics for Management	1994	Prentice Hall
5 – International	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
6 – International	Dr. Jim McClave, Dr. Terry Sincich	Statistics for Business and Economics	2011	Pearson

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.yourarticlelibrary.com">http://www.yourarticlelibrary.com</a>
2	<a href="https://en.wikipedia.org">https://en.wikipedia.org</a>
3	<a href="https://managementhelp.org">https://managementhelp.org</a>
4	<a href="https://www.cleverism.com">https://www.cleverism.com</a>
5	<a href="https://commercemates.com">https://commercemates.com</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://www.swayam.gov.in">www.swayam.gov.in</a>
2	<a href="http://www.udemy.com">www.udemy.com</a>
3	<a href="http://www.coursera.org">www.coursera.org</a>

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
I	106	Organization Development and Change Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>To understand principles and practices of behavioral science</li> <li>to identify the organizational changes and challenges</li> <li>to know the different intervention strategies</li> </ul>			
<b>Learning Outcomes :</b>			
<p>On the successful completion of this course the learner will be able to;</p> <ul style="list-style-type: none"> <li>To apply behavioral science principles and practices to increase individual and organizational effectiveness</li> <li>To diagnose and address organizational challenges using planned intervention strategies</li> </ul>			
Unit	Contents		Sessions
1	<b>Organizational Change:</b> Concept and Significance; Managing Change; Concept of Analyzing the Environment; Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behavior Changes and Organizational Performance Changes.		7
2	<b>Implementing Change:</b> Models and theories of planned change, System Theory, Parallel Learning Structure, Action Research, personal and organizational barriers to change, Overcoming Resistance to change		10
3	<b>Organization Development (OD) -</b> Introduction To Organization Development (OD) : Definition ,growth and Historical overview of OD, Growth and evolution of OD, Managing The OD Process Entering and contracting- Entering into an OD Relationship and developing a contract, Diagnosing- The Need for Diagnostic Models ,Organizational -level ,Group -level and Individual-level Diagnosis; Ethical issues in Client-Consultant relationship.		6
4	<b>Designing Interventions:</b> An overview of OD Interventions, Classification, Individual , Interpersonal and Team Interventions – Individual and Third - party Peace making Intervention, T-Groups, Behavioral Modeling, Life and Career Planning, Coaching and Mentoring, Transactional Analysis, TQM		10
5	<b>Team Interventions:</b> Importance of teams, characteristics of effective teams, types of team building –Group Diagnostic meeting, Role Analysis Technique(RAT ),Role Negotiation Technique, Process consultation Approach		4

6	<b>Organization Theory, Design &amp; Structure</b> : Theories of Organization structure, Survey feedback Method, Beckhardts confrontation meeting, Grid organization Development, Organization transformation, The MBO Approach to OD, Work redesign, Learning Organization, Organization Design and Work Culture	8
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**Reference Books: -**

Sr. No.	Name of the Author	Title of the Book
1 National	Kavitha Singh	Organisational change and Development , Excel Books NewDelhi,2010
2 National	MadhukarShukla,	'_Understanding Organisations' – '_Organisational Theory &Practicein India', Prentice Hall of India, 2005
3 National	Venkataratnam C.S., Varma, Anil	(ed) : Challenge of Change : IndustrialRelations in Indian Industry : Allied Pub. Ltd., New Delhi .
4. National	Pattanayak, Biswajeet and Kumar Pravash,	Change for Growth, WheelerPublications, New Delhi
5.International	French Wendell L. , Bell Cecil H. Jr	Organization Development, Pearson Education,
6.International	Gareth R.Jones,	'_Organisational Theory', Design & Change, Pearson Education, 2004

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.icsi.edu/media/portals/25/Management%20of%20Change%20and%20Organizational%20Development.pdf">https://www.icsi.edu/media/portals/25/Management%20of%20Change%20and%20Organizational%20Development.pdf</a>
2	<a href="http://msmgf.org/files/msmgf/documents/Org_Dev/Organizational%20Change%20and%20Development.pdf">msmgf.org/files/msmgf/documents/Org_Dev/Organizational%20Change%20and%20Development.pdf</a>

**MOOCs:**

Resources No	Web site address
1	Swayam
2	Coursera

Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
I	107	Business Communication	
Type	Credits	Evaluation	Marks
Core	03	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication.</li> <li>To enable students to comprehend the different dimensions of Business Communication.</li> <li>To enlighten about the communications strategy for managers.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>The Students should be able to communicate effectively in professional circles.</li> <li>There should be a positive change in the oral and written communication skills of the students after studying the subject.</li> <li>The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently.</li> </ul>			
Unit	Contents		Sessions
1	<u>Basic Principles of Communication:</u> Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication channels, their effectiveness and limitations, Importance of Non-Verbal Communication		06
2	<u>Communication in Organizations</u> Communication needs of business organization, Strategies for improving Organizational communication, direction of flow of communication in organization, networks of flow of communication–wheel network, chain network, Y network, circle network. Feedback, types of feedback, importance of feedback Intra-organizational communication, inter-organizational communication. Inter-cultural communication – guidelines for effective communication across cultures		06
3	Verbal & Non-verbal communication: Introduction, Advantages of verbal Communication, Public Speaking, Meaning, Importance, Uses of non-verbal communication, Body Language, Gestures, Postures, Para Language, nonverbal aspects of written communication. Presentation Skills –Techniques for effective Presentations, Qualities of a skillful Presenter. Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews, Preparation for GD, and Interviews. Exercises for Oral Communications – Individual and Group Presentations, Group discussion, Extempore, Role Playing, Debates, and Quiz		06
4	<u>The Importance of Listening and Reading Skills:</u> Introduction, what is listening? Barriers to Listening, Strategies for		06

	Effective Listening, Listening in a Business Context Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading.	
5	Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing Internal Business Communication: Introduction, Writing Memos, Circulars, Notices, Meeting: agenda, minutes of the meeting, Email, Communication with Shareholders External Business, Writing Business Letters: Introduction, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, inquiry letters, trade reference letters, etc Letters from Purchase department, Letters from the different functional departments, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, dealing with complaints) Exercises for Written Communications: Essay writing, Speech Writing, Creative Writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation Writing Business Reports: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation Employment Communication – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, And Other Letters about Employment	15
6	<u>Technology enabled communication</u> –role of technology, different forms of technology for communication, Telephone Etiquette, Netiquette <u>Communication Strategy for Managers</u> : Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication	06

### Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	Meenakshi Raman, Prakash Singh	Business Communication	Oxford Higher Education
2 National	R.K. Madhukar	Business Communication	Vikas Publications
3 National	Urmila Rai, S M Rai	Business Communication	Himalaya Publications
4 International	Shirley Taylor	Communication for Business	Pearson Longman Publications
5 International	<u>Kerry Patterson, Joseph Grenny</u>	Crucial Conversations: Tools for Talking When Stakes Are High	McGraw-Hill
6 International	John V. Thill, Courtland L. Bovee	Excellence in Business Communication	Pearson Publications



**Online Resources:**

<b>Resource No.</b>	<b>Website Address</b>
01	<a href="https://www.freebookcentre.net/business-books-download/Business-Communication.html">https://www.freebookcentre.net/business-books-download/Business-Communication.html</a>
02	<a href="https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success">https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success</a>
03	<a href="https://courses.lumenlearning.com/wm-businesscommunicationmgrs/">https://courses.lumenlearning.com/wm-businesscommunicationmgrs/</a>

**MOOCs:**

<b>Sr. No.</b>	<b>Details</b>
01	<a href="http://www.coursera.org">www.coursera.org</a>
02	<a href="http://www.udemy.com">www.udemy.com</a>
03	my-mooc.com

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
I	108	Fundamentals of Information Technology	
Type	Credits	Evaluation	Marks
Core	2	IE	IE = 100
Course Objectives			
<ul style="list-style-type: none"> <li>To impart the IT skills and Knowledge required for managers.</li> <li>To help the students understand the basics of computer technology and Networking</li> <li>To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point</li> <li>To orient the students about the E-Commerce technology and its applications in Business world.</li> <li>To help the students understand various Information Systems implemented in organizations</li> <li>To acquaint the students with various current trends and concepts of computer Technology.</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>Students will be able to gain the basic knowledge of Computer Technology</li> <li>Students will be able to know the basics of computer technology and Networking</li> <li>Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point</li> <li>Students will understand the E-commerce technology and its applications</li> <li>Students will have a greater understanding of with Information Systems implemented in organizations</li> <li>Students will be familiar with new terms and trends of computer technology</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Computer Technology</b> , Basic operations and connecting Devices and External Operating devices, Types of Software: (system, Utility, Applications) types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems		6
2	<b>Networking:</b> Definition of Network, Types of Networks, Advantages of Networks, <b>Internet:</b> Definition , concept, advantages, threats, applications		6
3	<b>Microsoft Word, Microsoft Excel, Microsoft PowerPoint :</b> <b>IT Skills: Lab sessions necessary</b> Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc <b>MS Power point-</b> Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows.		6

	<b>MS Excel</b> – Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions, sensitivity analysis, Pivot tables etc.	
4	<b>E-COMMERCE:</b> E-commerce : Definition, evolution, advantages. Types of E-commerce: B2B, B2C, C2C, E-governance,. Impact of E-commerce on Banking Industry. How Banking Industry has evolved post E-commerce applications.	6
5	<b>Introduction to MIS:</b> Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems (TPS, MIS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems and Marketing systems, Operations and Financial Management Systems.	6
6	<b>Current trends-</b> Integrated enterprise system (ERP, CRM, and SCM), governance tool, ITIL. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media face book, tweeter, LinkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation. <b>Latest terms in computer technology:</b> Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, GUI (Graphical user Interface), Audio-visual communication/ meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business	6

### Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Ramesh Bahl	Information Technology for Managers		Tata Macgraw Hill
2 – National	Pradeep K. Sinha	Computer Fundamentals		BPB Publications
3 – National	A. K. Saini, Pradeep Kumar	Computer Application in Management		Anmol Publications

4 – International	Geoff Walsham	-Interpreting Information Systems in Organizations		The Global Text Project , 2011, <a href="http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf">http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf</a>
5 – International	Henry C. Lucas	-Information Technology for Management		McGraw-Hill/Irwin , 2009
6 – International	David T. Bourgeois	-Information Systems for Business and Beyond		Saylor Foundation , 2014

### Online Resources:

Online Resources No.	Web site address
1	<a href="https://www.webopedia.com/">https://www.webopedia.com/</a>
2	<a href="http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf">http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf</a>
3	<a href="https://www.managementstudyguide.com/understanding-e-commerce.htm">https://www.managementstudyguide.com/understanding-e-commerce.htm</a>
4	<a href="https://www.sigc.edu/department/mba/studymet/ManagmentInformationSystem.pdf">https://www.sigc.edu/department/mba/studymet/ManagmentInformationSystem.pdf</a>
5	<a href="https://www.tutorialspoint.com/management_information_system/basic_information_concepts.htm">https://www.tutorialspoint.com/management_information_system/basic_information_concepts.htm</a>

### MOOCs:

Resources No.	Web site address
1	<a href="https://www.coursera.org/browse/information-technology">https://www.coursera.org/browse/information-technology</a>
2	<a href="https://www.udemy.com">https://www.udemy.com</a>
3	<a href="https://alison.com">https://alison.com</a>

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>CourseCode</b>	<b>Cour</b>	
<b>I</b>	<b>110 Open</b>	<b>Agriculture Business Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>M</b>
Open	02	IE	IE = 100
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>• To Understand Problems and prospectus of Agricultural sector in India</li> <li>• To Demonstrate tools and techniques required to uplift managerial skills to develop advancements in agricultural sector</li> <li>• To Identify and implement managerial initiatives in agricultural sector</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>• Students will be well equipped with Managerial Skills required in agricultural sector.</li> <li>• Students can use managerial skills to become agricultural entrepreneur</li> <li>• Students will new dimensions to the traditional agricultural pattern</li> <li>• Students will well equipped with skills required for expansions of Agricultural sector</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction:</b> Agribusiness, Meaning, Scope and Importance, Current Scenario of agribusiness in India, Problems and Plausible solutions.		5
2	<b>Structure and Forms of Agri- Business</b> Different forms of Agri-businesses ,Structure of Agri-Business, Marketing Problems and Solutions of Agricultural produce, Role of Cooperatives in development and marketing of Agricultural Sector		5
3	<b>Financial Support:</b> Micro financing, Institutes providing agricultural funds, Role of Financial institutions supporting agricultural sector at central level, state level and district level cooperative in agricultural financing.		10
4	<b>Distribution support:</b> Organizations supporting in distribution of agricultural produce at national level ,state level and district level taluka level , Role of Co-operatives		5
5	<b>Role of Government :</b> Role of Government in Price Determinations ,Impact of Government rules and regulations on price determinations		5
6	<b>Agri- Business Controlling :</b> Agricultural produce quality Control ,Return on Investment , Agricultural productivity Control		5

**ReferenceBooks:**

Sr.No.	Name of the Author	Titleof the Book	YearAddit ion	Publisher Company
1.		American Institute of Co-operation Farmers in		
2.		Marketing by Framers for Farmers		NCDC New Delhi

**OnlineResources:**

Online ResourcesNo.	Website address
1	Fundamentals-Of-AgriBusiness- Management-ICAR-ecourse-Free-PDF-Book- Download-e-krishi-shiksha.html
2	<a href="https://www.agriexam.com/fundamentals-of-agri-business-management-book-pdf">https://www.agriexam.com/fundamentals-of- agri-business-management-book-pdf</a>

**MOOCs:**

ResourcesNo	Websiteaddress
1	<a href="https://www.mooc-list.com/tags/agriculture">https://www.mooc-list.com/tags/agriculture</a> -lean-
2	<a href="https://www.mooc-list.com/tags/agribusiness-">https://www.mooc-list.com/tags/agribusiness-</a>
3	<a href="https://aims.gitbook.io/farm-data-mooc/">https://aims.gitbook.io/farm-data-mooc/</a>
4	

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. -Year 2022 – 2023</b>			
<b>Semester</b>	<b>CourseCode</b>	<b>Cours</b>	
I	110 - Open	<b>Community Work-I</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>M</b>
Open	02	IE	IE -100
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>• This Course aims to expose the students to social issues and help them to participate in community work through trips /events organized in the institute and to volunteer at events like fundraising activities, fair, festivals, slums and NGOS.</li> <li>• To expose the students towards social reality and role of community development forsocial upliftment and well-being.</li> <li>• To involve students in community work through active involvement andparticipation</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>• Students will be able to know the community needs and understand their role in to contribute meaningfully towards community development.</li> <li>• Students will be developed and accepted by the society as very responsible youth of the nation</li> <li>• Students will understand and impart the role of them in the society</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction :</b> History, meaning, Goals, values, functions, role and process of community work. Professional and voluntary community work. Attitudes, roles and skills of a community worker		5.
2	<b>Social concerns in India:</b> poverty, unemployment, population, problems faced by women – dowry, domestic violence, etc. Social problems - terrorism, corruption, caste conflict, drug abuse, AIDS, ETC.		5
3	<b>Types of Community Work</b> Types of community work. Caring for needy, helping the poor, fundraising drives- organizing		5
4	<b>Community Work for Slums</b> Learn the government facilities, NGOs which are working for the slums and try to connect any NGO.		5
5	<b>Community Work for Environment</b> Role of Govt.and NGOs which are working to save the environment, Initiatives like Clean your city drive, Cycle day, Awareness of Dry and wet waste classification, Tree Plantation Drive, Environemnt awareness activities etc		5

6	<b>Community Hours:</b> Participate in community service trips/events organized at institute, state level etc , Volunteer at events like fundraising activities, fairs, festivals, slums, non profit organization etc , Submit a report on a particular type of community involvement undertaken	5
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**ReferenceBooks:**

Sr.No.	Name of the Author	Titleof the Book	YearAddi tion	Publisher Company
1.	Rhonda Phillips, Robert Pittman	An Introduction to Community Development	2014	
2.	Manohar S. Pawar,	Community Development in Asia and The Pacific	2009	

**OnlineResources:**

Online Resources	Websiteaddress
1	<a href="https://communitywealth.org/sites/clone.comunit">https://communitywealth.org/sites/clone.comunit</a>
2	<a href="https://communitywealth.org/files/downloads/tool-">wealth.org/files/downloads/tool-</a>
3	<a href="https://www.ahaprocess.com/solutions/communitye">https://www.ahaprocess.com/solutions/communitye</a> <a href="https://www.ahaprocess.com/solutions/communitye">nts-resources/free-resources/</a>

**MOOCs:**

ResourcesNo	Websiteaddress
1	<a href="https://alison.com/course/diploma-in-community-development">https://alison.com/course/diploma-in-community-development</a>



<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>I</b>	<b>110 - Open</b>	<b>Current Affairs</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE-100
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• Apply the knowledge of management theories and practices in resolving the business problems.</li> <li>• Foster analytical and critical thinking abilities for data-based decision making.</li> <li>• Learn new technologies with ease and be productive at all times</li> <li>• Read, write, and contribute to Business literature</li> <li>• Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• To enable the students to take decisions related to critical current business issues.</li> <li>• To be able to Interpret and understand the current business issues.</li> <li>• To analyze business current affairs.</li> <li>• To acquaint with the current happenings in the business.</li> <li>• To comprehend the current affairs and its implications on businesses at national and international level.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Economy: Monetary and Fiscal Policy, Budget Analysis, Digital Economy, Insolvency and Bankruptcy Code, UBI (Universal Basic Income), Banking Sector - Bank Mergers, Private Bank Licensing, Payment Banks etc.		6
2	Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in Industry		6
3	Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission Sustainability – Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy etc.		6
4	Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers. Global Trade Treaties, RCEP, NAFTA, G20, Brexit		6
5	Article Reading and Discussion on Current Affairs: <ul style="list-style-type: none"> <li>• Economics Times</li> <li>• Mint</li> <li>• Business Line (by Hindu)</li> </ul> Book Reading: <ul style="list-style-type: none"> <li>• Imagining India – Nandan Nilekani</li> <li>• Breakout Nations – Ruchir Sharma</li> <li>• Wings of fire- An autobiography of APJ Abdul Kalam</li> </ul>		6
6	Students are required to prepare workbook (practical file) for assimilating data of different events. Make presentations, Study the related topic independently and analyse and relate the current decision with the issue.		

**Reference Books:**

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1..National	Dr. Abdul Kalam&ArunTiwari	Wings of fire- An autobiography of APJ Abdul Kalam	1999	University Press
2. National	Mahatma Gandhi	Mahatma Gandhi Autobiography : The story of my experiments with truth.	1948	Dover Publication
3 – National	Jawaharlal Nehru	The Discovery of India by Jawaharlal Nehru	2008	Penguin
4 – International	Loren B. Belker, Gary S. Topchick	The First- Time Manager	2005	Amacom
5 – International	Bear Grylls	A Survival Guide for life – How to achieve your goals, thrive in adversity, and grow in character.	2013	July
6 – International	FransJohanson	The Medici Effect- What Elephants & Epidemics can teach us about Innovation.	2004	HBS Press
7 – International	Charles Futrell	ABC's of Selling	1989	Irwin

**Online Resources:**

Online Resources	Websiteaddress
1	<a href="https://dea.gov.in">https://dea.gov.in</a>
2	<a href="https://finmin.nic.in">https://finmin.nic.in</a>
3	<a href="http://www.wto.org">www.wto.org</a>
4	<a href="http://www.commerce.nic.in">www.commerce.nic.in</a>
5	<a href="http://www.weforum.com">www.weforum.com</a>
6	<a href="https://www.journals.elsevier.com/">https://www.journals.elsevier.com/</a>
7	<a href="http://www.jibs.net/">http://www.jibs.net/</a>
8	Open Textbook Library <a href="https://open.umn.edu/opentextbooks/textbooks/international-business">https://open.umn.edu/opentextbooks/textbooks/international-business</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
<b>1. Economics</b>	<a href="https://www.es.corporatefinanceinstitute.com">https://www.es.corporatefinanceinstitute.com</a>
<b>2. Politics</b>	<a href="https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&amp;utm_medium=web&amp;utm_campaign=new_courses_october_2018">https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&amp;utm_medium=web&amp;utm_campaign=new_courses_october_2018</a>
<b>3. Business</b>	EDX <a href="https://www.edx.org/learn/international-business">https://www.edx.org/learn/international-business</a>
<b>4. Leadership</b>	<a href="https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&amp;utm_medium=web&amp;utm_campaign=new_courses_october_2018">https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&amp;utm_medium=web&amp;utm_campaign=new_courses_october_2018</a>
<b>5. International Financial Environment</b>	<a href="https://nptel.ac.in/courses/110105031/">https://nptel.ac.in/courses/110105031/</a>

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>CourseCode</b>	<b>Course Title</b>	
<b>I</b>	<b>110 - Open</b>	<b>Universal Human Values</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>M</b>
Open	2	IE	IE-100
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>• To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.</li> <li>• To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way.</li> <li>• To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature, religion, ethnicity, gender, and development</li> </ul>			
<b>LearningOutcomes:</b>			
<p>At the end of the course, the students will be able to</p> <ul style="list-style-type: none"> <li>• Evaluate the significance of value inputs in formal education and start applying them in their life and profession</li> <li>• Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc.</li> <li>• Analyze the value of harmonious relationship based on trust and respect in their life and profession 4. Examine the role of a human being in ensuring harmony in society and nature.</li> <li>• Apply the understanding of ethical conduct to formulate the strategy for ethical life and profession.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction-Basic Human Aspiration, its fulfillment through All-encompassing Resolution</b> The basic human aspirations and their fulfillment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All-encompassing Resolution for a Human Being, its details and solution of problems in the light of Resolution		5
2	<b>Right Understanding (Knowing)- Knower, Known &amp; the Process</b> The domain of right understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence – its interconnectedness and co-existence; and finally understanding the role of human being in existence (human conduct).		5
3	<b>Module 3: Understanding Human Being</b> Understanding the human being comprehensively as the first step and the core theme of this course; human being as co-existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self		5

4	<b>Understanding Nature and Existence</b> A comprehensive understanding (knowledge) about the existence, Nature being included; the need and process of inner evolution (through self-exploration, selfawareness and self-evaluation), particularly awakening to activities of the Self: Realization, Understanding and Contemplation in the Self (Realization of Co-Existence, Understanding of Harmony in Nature and Contemplation of Participation of Human in this harmony/ order leading to comprehensive knowledge about the existence).	5
5	<b>Understanding Human Conduct, All-encompassing Resolution &amp; Holistic Way of Living</b> Understanding Human Conduct, different aspects of All-encompassing Resolution (understanding, wisdom, science etc.), Holistic way of living for Human Being with All-encompassing Resolution covering all four dimensions of human endeavor viz., realization, thought, behavior and work (participation in the larger order) leading to harmony at all levels from Self to Nature and entire Existence	5
6	<b>Case Studies on Universal Human Values</b>	5

#### ReferenceBooks:

Sr.No.	Name of the Author	Title of the Book	Year of Edition	Publisher
1	R R Gaur, R Asthana, G P	A Foundation Course in Human Values and Professional Ethics	2019	Excel Books, New Delhi.
2	A N Tripathy,	Human Values,	2003	New Age International
3	P L Dhar, RR Gaur	Science and Humanism	1990	Commonwealth Publishers.
4	E G Seebauer & Robert L. Berry	Fundamentals of Ethics for Scientists & Engineers,	2000	Oxford University Press

#### Online Resources:

Online	Web site address
1	<a href="http://www.amnesty.org/en/human-rights-education/">www.amnesty.org/en/human-rights-education/</a>
2	<a href="http://www.hurights.or.jp">www.hurights.or.jp</a>
3	<a href="https://www.ohchr.org/">https://www.ohchr.org/</a>

#### MOOCs:

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.cefims.as.uk">www.cefims.as.uk</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://www.khanacademy.org/">https://www.khanacademy.org/</a>
5	<a href="http://swayam.gov.in">swayam.gov.in</a>

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>CourseCode</b>	<b>Course Title</b>	
I	110 - Open	Counseling Psychology	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>M</b>
Open	2	IE	IE:100
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>To understand how human life unfolds from conception to late adulthood.</li> <li>To develop an understanding of basic concepts, processes, techniques of Counseling</li> <li>To help the students learn how to understand and manage their emotions and develop emotional competencies.</li> <li>To understand the main symptoms and sources of stress and learn ways of coping with stress</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>Communication: Communicate clearly and effectively in both written and oral forms to an intended audience using appropriate strategies and methods.</li> <li>Critical Thinking: Students will demonstrate the ability to evaluate strengths and weakness of divergent psychological Domain.</li> <li>Quantitative Analysis and Reasoning: Students will demonstrate their ability to apply quantitative analytical processes to solving data analysis problems associated with psychological research.</li> <li>Problem Solving ability: Students will understand the ethical complexity of human interactions in an applied psychological context; students will demonstrate the skill of applying a formal ethical decision-making process.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction:</b> Meaning and goals; Counseling process and relationship; Counselor effectiveness, Counseling in the Indian context		5
2	<b>Approaches:</b> Overview of approaches to counseling:Psychodynamic, Behavioral, Person-centered and Cognitive- behavioral		5
3	<b>Stress:</b> Nature of stress, symptoms of stress, sources of stress, Stress and health		5
4	<b>Emotional Competence:</b> Importance of recognizing and understanding emotions in oneself and others, importance of managing one's emotions		5
5	<b>Techniques:</b> Play, Relaxation, Yoga, Meditation		5
6	<b>Applications:</b> Family Counseling; School and Career Counseling, Case studies		5

#### ReferenceBooks:

<b>Sr.No.</b>	<b>Name of the Author</b>	<b>Titleof the Book</b>	<b>Year of Edition</b>	<b>Publisher Company</b>
1	Rao, S.N. & Sahajpal, P	Counselling and Guidance	2013	New Delhi: Tata McGraw Hill

2	Seligman,L.& Reichenberg ,L.W	Theories of Counseling and Psychotherapy: Systems, Strategies, and Skills	2010	3rd Ed. Indian reprint: Pearson.
3	Hogan, R.	Development of an Empathy Scale	1969	Journal of Consulting and Clinical
4	Gladding, S. T	Counseling: A Comprehensive Profession	2012	7th ed. Pearson

**OnlineResources:**

<b>Online ResourcesNo</b>	<b>Websiteaddress</b>
1	<a href="https://www.shauntyhealing.com/">https://www.shauntyhealing.com/</a>
2	<a href="https://mindstrong.com/welcome/">https://mindstrong.com/welcome/</a>
3	<a href="https://in.searchley.com/">https://in.searchley.com/</a>

**MOOCs:**

<b>Resources No</b>	<b>Websiteaddress</b>
1	<a href="https://alison.com/">https://alison.com/</a>
2	<a href="https://drvtx.com/">https://drvtx.com/</a>
3	<a href="http://www.Coursera.org">www.Coursera.org</a>
4	<a href="http://www.Udemy.com">www.Udemy.com</a>
5	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

**MBA (HR) SEMESTER II**  
**Revised Syllabus**  
**With Effect from (2022 –23)**



<b>Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>II</b>	<b>201</b>	<b>Marketing Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• To understand the core concepts of Marketing and approaches to Marketing.</li> <li>• To differentiate the Marketing and Selling processes.</li> <li>• To study the Marketing Environment and understand its influence on Marketing Decisions.</li> <li>• To study the concept of Segmentation, Targeting and Positioning.</li> <li>• To understand the Marketing Mix Elements and their utility in Marketing.</li> <li>• To Study the concept of Marketing Research and Marketing Information Systems.</li> </ul>			
<b>Course Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Gain a solid understanding of key marketing concepts and skills.</li> <li>• Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.</li> <li>• Develop the students' skills in applying the analytical perspectives on the concepts of marketing and the decisions related to segmentation, targeting and positioning, determining marketing mix etc.</li> <li>• Develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals.</li> <li>• Develop strong marketing research plans and persuasively communicate your recommendations and rationale.</li> <li>• Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction: Meaning and definition of Marketing, Core concepts of Marketing -Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Difference between Marketing and Selling, Business orientations towards marketplace: Production, Product, Selling, Marketing, Societal Marketing. Marketing environment - Micro and Macro marketing environment		6
2	Segmentation, Targeting and Positioning: Meaning, need and importance, bases for Consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing and individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product		10
3	Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line – decisions: line stretching, filling, pruning, width, length, depth. Product		15

	<p>life cycle (PLC) – Concept, stages in PLC, characteristics and strategies for each stage of PLC. New product development process, Brand – Concept, Brand Creation</p> <p>Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based, pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc.</p> <p>Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts</p> <p>Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event sponsorship</p>	
4	Consumer Behaviour: Meaning and definition, importance of studying consumer behaviour in the field of marketing, different buying roles, Consumer buying decision making process steps.	04
5	Marketing Planning and Control: Marketing Planning Process – Steps, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, Efficiency control and strategic control- marketing audit.	06
6	Marketing Research: Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview	04

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year and edition	Publisher Company
1 – National	Dr. Rajan Saxena	Marketing Management	2016, Fifth edition	Tata McGraw Hill Publications
2 – National	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2013, fifth edition	Tata McGraw Hill Publications
3 – National	Dr. Tapan Panda	Marketing Management	2009, second edition	Excel Books India
4 – International	Philip Kotler, Garry Armstrong, Prafulla Agnihotri	Principles of Marketing	2018, seventeenth edition	Pearson Education
5 – International	Philip Kotler, Kevin Lane Keller	Marketing Management	2015, fifteenth edition	Pearson Education India

6 – International	Michael J. Etzel, Bruce J. Walker, William J. Stanton	Marketing	2005, fourteenth edition- revised	McGraw Hill Higher Education
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**Online Resources:**

Online Resources No	Web site address
1	<a href="https://managementhelp.org">https://managementhelp.org</a>
2	<a href="https://bookboon.com/en/marketing-and-law-ebooks">https://bookboon.com/en/marketing-and-law-ebooks</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://alison.com/course/introduction-to-marketing-management-revised">https://alison.com/course/introduction-to-marketing-management-revised</a>
2	<a href="https://alison.com/course/understanding-your-audience-market-segmentation">https://alison.com/course/understanding-your-audience-market-segmentation</a>
3	<a href="https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised">https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised</a>
4	<a href="https://swayam.gov.in/nd1_noc19_mg48/preview">https://swayam.gov.in/nd1_noc19_mg48/preview</a>

Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
II	202	Financial Management	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To introduce the fundamentals of Financial Management</li> <li>To orient on the skills set required for Financial Decision Making Techniques</li> <li>To orient on Financial Statement Analysis and Interpretation</li> <li>To develop analytical skills which would help decision making in Business.</li> <li>To develop the entrepreneurial mind set</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Development of basic skill sets required for Financial Decision Making</li> <li>Development of analytical skill set to understand and interpret Financial Statements</li> <li>Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities (BEDK)</li> <li>Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking-Business Analysis-Problem Solving and Innovative Solutions (CBPI)</li> <li>Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE)</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction</b> Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision, concept of Social Responsibility		7
2	<b>Investment Decision: Capital Budgeting Decision</b> Meaning, Importance and process of Capital Budgeting, Concept of Time Value of Money, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques		10
3	<b>Liquidity Decision: Working Capital Management:</b> Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital, Sources of Working Capital Financing		6
4	<b>Financing Decision: Sources of Long Term Domestic Finance:</b> Shares, Debentures, Retained Earnings, <b>Capital Structure:</b> Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, <b>Cost of Capital:</b> Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and		8

	Weighted Average Cost of Capital, <b>Leverage</b> : Concept and Types of Leverage	
5	<b>Dividend Decision</b> : Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice.	4
6	<b>Financial Statement Analysis</b> : Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. (Orientation level Problems on Ratio analysis) Funds Flow Statement and Cash Flow Statement.	10

### Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 – National	Khan and Jain	Financial Management		TATA McGraw Hill
4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication
6 – International		Financial Management And Accounting		Wiley Publication
7– International		Business Finance And Accounting		Wiley Publication

### Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	<a href="https://scholar.google.com/">https://scholar.google.com/</a>
2	Gutenberg	<a href="https://www.gutenberg.org/">https://www.gutenberg.org/</a>
3	Open Culture	<a href="http://www.openculture.com/free_ebooks">http://www.openculture.com/free_ebooks</a>
4	Open Library	<a href="https://openlibrary.org/">https://openlibrary.org/</a>

**MOOCs:**

<b>Resources No</b>	<b>Resources Name</b>	<b>Web site address</b>
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	<a href="https://alison.com/">https://alison.com/</a>
2	Khan Academy - free online courses and lessons	<a href="https://www.khanacademy.org/">https://www.khanacademy.org/</a>
3	Futurelearn	<a href="http://www.openculture.com/free_ebooks">http://www.openculture.com/free_ebooks</a>
4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>
5	University of Florida	<a href="http://www.coursera.org">www.coursera.org</a>
6	University of London	<a href="http://www.cefims.as.uk">www.cefims.as.uk</a>
7	IIM ,Bangalore	<a href="http://www.edx.org">www.edx.org</a>

<b>Programme: MBA (HR) CBCS 2020 –Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>II</b>	<b>203</b>	<b>Human Resource Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To explain the significance of HRM and changing role of HRM</li> <li>To explain the process of HRP, Recruitment and Selection.</li> <li>To discuss the concept of training and development</li> <li>To illustrate the job evaluation and wage determination concepts.</li> <li>To bring out the role of HR in organization's effectiveness and employee performance</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Understand and apply Human resource Management functions for effective management of organization.</li> <li>Ability of designing job analysis and ability to understand various manpower forecasting techniques</li> <li>Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process</li> <li>Understand the training needs in the organization and ability to design suitable training plan</li> <li>Understand the components of wages and salary and factors affecting it.</li> <li>Ability to analyze issues related to performance appraisal, career planning and rewards management.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to HRM :</b> Definition, Nature and Scope of HRM, Objectives of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM		06
2	<b>Human Resource Planning:</b> Definition HRP, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Steps in selection process.		08
3	<b>Training and Development:</b> Definition of Training, Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation process.		09
4	<b>Wages and salary Management</b> Definition, Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans		10
5	<b>Performance Appraisal:</b> Definition, Need and Importance of Performance Appraisal, objectives PA, Performance Appraisal Process, Methods of Performance Appraisal.		07
6	<b>Overview of Employee Relations Management-</b> Meaning and importance of Employee Relations Management, Employee Relation		05

	Management Tools, Issues in Employee Relation Management,. Role of HR Manager in employee relations	
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### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	. SeemaSanghi	Human Resource Management	2011	Macmilan Publication,
2 – National	V.S.P. Rao	Human Resource Management	2006	Excel Books
3 – National	. K. Ashwathappa	Human Resource Management	2007	Tata McGraw-Hill
4 – International	Gary Dessler, BijuVarkey	Human Resource Management	2016	Pearson Publication, 12 <sup>th</sup> Edition
5 – International	Ronald J. Burke Cary L Cooper	Reinventing Human resources Management: Challenges and new Directions	2005	Routledge Place of Publishing London

### Online Resources:

Online Resources No	Web site address
1	<a href="https://hbsp.harvard.edu/cases/">https://hbsp.harvard.edu/cases/</a>
2	<a href="https://open.umn.edu/opentextbooks/textbooks/human-resource-management">https://open.umn.edu/opentextbooks/textbooks/human-resource-management</a>
3	<a href="https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm">https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm</a>
4	<a href="https://www.citehr.com/">https://www.citehr.com/</a>
5	<a href="https://www.hr-guide.com/">https://www.hr-guide.com/</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/specializations/human-resource-management">https://www.coursera.org/specializations/human-resource-management</a>
2	<a href="https://swayam.gov.in/nd1_noc20_mg15/preview">https://swayam.gov.in/nd1_noc20_mg15/preview</a>
3	<a href="https://alison.com/course/introduction-to-modern-human-resource-management">https://alison.com/course/introduction-to-modern-human-resource-management</a>
4	<a href="https://www.classcentral.com/course/managing-human-resources-5462">https://www.classcentral.com/course/managing-human-resources-5462</a>
5	<a href="https://swayam.gov.in/nd1_noc20_mg15/preview">https://swayam.gov.in/nd1_noc20_mg15/preview</a>



<b>Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>II</b>	<b>204</b>	<b>International Business</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To prepare the students thoroughly with the domain knowledge and global issues of International business.</li> <li>To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects.</li> <li>To demonstrate through trade data analytics as to what to export and where to export from India.</li> <li>To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO.</li> <li>To familiarize the students with the key trade blocks such as NAFTA, EU etc.</li> <li>To demonstrate the role of exchange rates in global markets.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>To enable the students to take decisions related to global issues and policies.</li> <li>To be able to Interpret Foreign trade policy and avail incentives offered under various schemes.</li> <li>To analyze the trade data for decision making as to what to export and where to export.</li> <li>To recall the role and functions of Global Institutions IMF, WTO and World Bank.</li> <li>To acquaint with the trade blocks SAARC, NAFTA, EU etc.</li> <li>To comprehend the exchange rates practically and its implications on trade.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction of International Business and Entry Strategies- Definition of International Business, Nature and Scope of International Business, Domestic Trade versus International Trade, Forms of Countertrade. Market Entry Strategies – Exporting, Importing, Joint venture, Franchising, Merger and acquisition.		6
2	Globalization and Cultural Issues - Definition of Globalization, Globalization of Markets, Pros and cons of Globalisation, Drivers of Globalization , Cultural environment in International Business (Hofstede Theory –Application in trade). Ease of Doing Business (Parameters given by world bank) in India and across BRICS.		6
3	Trade Theories, Trade Policy, Trade Analytics - Trade theories – Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model. International Trade Classification and Harmonized System (HS), Current Foreign Trade Policy in force (General Provisions), Incentives offered under FTP (Ch-3 and Ch-4 of Foreign Trade Policy). Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business.		10
4	Balance of Payment and FEMA Act - Components of BOP (Current and Capital Account) , Credit and Debit Entries in BOP, Differentiate between BOT and BOP , Key Provisions of FEMA Act 1999 and		8

	difference between FERA and FEMA. Country Risk Analysis and Lessons from ASIAN financial Crisis in 1997.	
5	International Financial and Trade Organizations - Role of GATT, WTO, IMF and World Bank group. Dispute settlement mechanism through WTO. Levels of trade integration. Basic conceptual note of NAFTA, SAARC and European Union. Role of BRICS.	9
6	Foreign Exchange Market and Types of exchange rates - Direct and indirect Quotes, Concept of Nostro and Vostro Account, Types of Exchange - Fixed vs. Flexible Exchange Rate (Independent and Managed Float) , Factors affecting Foreign Exchange Rate , Role, Functions and Participants of Foreign Exchange Market	6
<b>Activity</b>	<p>Students are required to prepare workbook (practical file) -Hands on experience on trade data analytics to find out the trade related ratios such as RCA (Revealed Comparative Analysis) and TII (Trade Intensity index). Students are advised to prepare assignment/file using HS codes given and find out the competitiveness to decide which market to enter and what products should be exported from India.</p> <p>Compare BRICS on EODB Ratings using data from world bank reports. Cultural differences of at least five countries by a group of students to be done. Globalisation Index to be understood in order to find out the reasons for those who are highly globalized versus those who are less globalized. Cultural differences across the countries to be explained using Hofstede theory. Key Exports from India and major markets to be studied through data analytics.</p>	

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD
2 – National	V.K Bhalla	International Business	2013	S. Chand
3 – National	K. Aswathappa	International Business	6 <sup>th</sup> Edition 2017	McGraw Hill Education
4 – International	Donald Ball and Micheal Geringer	International Business: The Challenge of Global Competition	9 <sup>th</sup> Edition	McGraw-Hill Education
5 – International	Charles W. L. Hill	International Business: Competing in the Global Market	10 edition 2017	McGraw Hill Education
6 – International	Prashant Salwan	International	15th 2016	Pearson

	John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan (Author)	Business, 15/e Fifteenth Edition, Kindle Edition		
7 – International	Ricky W. Griffin (Author), Michael Pustay (Author)	International Business, Global Edition	8th Edition on (May 15, 2014)	Pearson

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.imf.org">www.imf.org</a>
2	<a href="http://www.wto.org">www.wto.org</a>
3	<a href="http://www.trademap.org">www.trademap.org</a>
4	<a href="http://www.commerce.nic.in">www.commerce.nic.in</a>
5	<a href="http://www.dgft.gov.in">www.dgft.gov.in</a>
6	International Business Review <a href="https://www.journals.elsevier.com/international-business-review">https://www.journals.elsevier.com/international-business-review</a>
7	Journal of International Business Studies <a href="http://www.jibs.net/">http://www.jibs.net/</a>
8	Open Textbook Library <a href="https://open.umn.edu/opentextbooks/textbooks/international-business">https://open.umn.edu/opentextbooks/textbooks/international-business</a>

**MOOCs:**

Resources No	Subject	Web site address
1	International Business	<a href="https://www.openlearning.com/courses/GFMA2023/">https://www.openlearning.com/courses/GFMA2023/</a>
2	International Business Environment and Global Strategy –IIMB (SushilVachani)	EDX <a href="https://www.edx.org/course/international-business-environment-and-global-stra">https://www.edx.org/course/international-business-environment-and-global-stra</a>
3	International Business	EDX <a href="https://www.edx.org/learn/international-business">https://www.edx.org/learn/international-business</a>
4	International Business I (Coursera) Taught by - <b>Doug E Thomas</b> (university of New Mexico)	COURSERA <a href="https://www.coursera.org/learn/international-business">https://www.coursera.org/learn/international-business</a>
5	International Financial Environment	<a href="https://nptel.ac.in/courses/110105031/">https://nptel.ac.in/courses/110105031/</a>

<b>Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>II</b>	<b>205</b>	<b>Production and Operations Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>To understand fundamentals of Production and Operations Management.</li> <li>To develop an understanding of the strategic importance of Production and Operations Management.</li> <li>To understand Production System.</li> <li>To learn EOQ concept.</li> <li>To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Maintenance Management, SCM ,JIT, QA and ISO Certification etc.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Understand various concepts of Production and Operations Management.</li> <li>Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry.</li> <li>Classify various Production Systems.</li> <li>Develop numerical ability to solve examples on EOQ.</li> <li>Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to POM</b> Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Responsibilities of Production Manager, Production process selection decisions, Production System, Classification of Production System.		7
2	<b>Production Planning Control</b> Objectives of PPC & its various functions of common and optional nature, Co-ordination of PPC with other departments. Job sequencing, Assembly Line Balancing.		6
3	<b>Plant Location and Layout</b> Plant Location: Meaning, Need for selecting a suitable Location, Factors, and Plant Layout: objectives, types of Plant Layout.		8
4	<b>Maintenance Management</b> Concepts, Need of maintenance, Objectives & types of maintenance.		6
5	<b>Inventory management</b> Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning(MRP).		8
6	<b>Emerging Trends in POM</b> Supply Chain Management(SCM), Just in time(JIT), Quality Control, Quality Assurance(QA) ,ISO certification, Enterprise Resource Planning(ERP), Total Quality Management(TQM), TPM, Quality Circles, Services Operations		10

**Reference Books:**

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	L.C.Jhamb	Production Operations Management	2009	Everest Publishing House
2 – National	Chunawala &Patel	ProductionandOperations Management	2009	Himalaya Publishing House
3 – National	S.N.Chary	ProductionandOperations Management	2004	TataMcGrawHillLtd.
4 – International	EverettAdams&Ronald Ebert.	ProductionandOperations Management	1992	Prentice Hall
5 – International	Martin Kenneth Starr	ProductionandOperations Management	2008	Cengage Learning
6 – International	James B. Dilworth, White	Production and Operations Management: An Overview	1993	Thomson Learning

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.yourarticlelibrary.com">http://www.yourarticlelibrary.com</a>
2	<a href="https://en.wikipedia.org">https://en.wikipedia.org</a>
3	<a href="https://managementhelp.org">https://managementhelp.org</a>
4	<a href="https://www.cleverism.com">https://www.cleverism.com</a>
5	<a href="https://commercemates.com">https://commercemates.com</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://www.swayam.gov.in">www.swayam.gov.in</a>
2	<a href="http://www.udemy.com">www.udemy.com</a>
3	<a href="http://www.coursera.org">www.coursera.org</a>

Programme: MBA (HR) CBCS -Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
II	206	Research Methodology	
Type	Credits	Evaluation	Marks
Core	4	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To introduce the role of research in business and management</li> <li>To introduce the concepts of scientific research and methods of conducting scientific enquiry</li> <li>To identify various sources of information for literature review and data collection.</li> <li>To familiarize the learners with the key concepts in sampling techniques and instruments for data collection</li> <li>To develop basic understanding of conducting surveys and reporting the research</li> <li>To educate on the ethical issues in conducting applied research.</li> </ul>			
<b>Learning Outcomes :</b>			
At the end of the course the learner will			
<ul style="list-style-type: none"> <li>Develop understanding on different applications of research for managerial decision making</li> <li>Explain key research and summarize the research articles and research reports</li> <li>Have basic awareness of data analysis-and hypothesis testing procedures</li> <li>Design questionnaires and administer simple survey based projects.</li> <li>Describe sampling methods, measurement scales and instruments, and appropriate uses of each</li> <li>Explain the rationale for research ethics</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Research Methodology</b> Meaning, definition and objectives of research, motivations for research, type of research, Importance of research in managerial decision making , research in Research in functional / business areas. Qualities of a good researcher.		06
2	<b>Research process:</b> Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages and importance of research design. Measurement – types and errors in measurement. Development and designing of tools of data collection – Attitude measurement scales, Levels of measurement and questions of validity and reliability Designing of research projects – research proposal, Pilot surveys		08
3	<b>Sampling and Data Collection:</b> Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique. Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.		08

4	<b>Processing and Analysis of Data</b> Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test. , <b>t test and z test</b> – Problems on Basic application of chi square test, <b>t test and z test</b> . Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data	10
5	<b>Reporting of research :</b> Importance of research reports, types of reports, Format of a research report,Precautions in writing a research report.. Plagiarism and its types.References and Bibliography. Dissemination of research results. Ethical issues in conducting research.	08
6	<b>Role of ICT in research</b> Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research	06

#### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi
2 – National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., &Thornhill, A.	Research Methods for Business Students	2011	Pearson

#### Online Resources:

Sr	Web site address
1	<a href="https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf">https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf</a>
2	<a href="http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf">http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf</a>

3	<a href="https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/">https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/</a>
4	<a href="https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc">https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc</a> <a href="http://www.ala.org/tools/research/larks/researchmethods">http://www.ala.org/tools/research/larks/researchmethods</a>
5	<a href="https://www.intechopen.com/online-first/research-design-and-methodology">https://www.intechopen.com/online-first/research-design-and-methodology</a>
6	<a href="https://lecturenotes.in/m/21513-research-methodology-">https://lecturenotes.in/m/21513-research-methodology-</a>
7	<a href="http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf">http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://swayam.gov.in/nd2_cec20_hs17/preview">https://swayam.gov.in/nd2_cec20_hs17/preview</a>
2	<a href="https://www.classcentral.com/course/researchmethods-1767">https://www.classcentral.com/course/researchmethods-1767</a>
3	<a href="https://www.coursera.org/learn/research-methods">https://www.coursera.org/learn/research-methods</a>
4	<a href="https://www.classcentral.com/course/swayam-introduction-to-research-5221">https://www.classcentral.com/course/swayam-introduction-to-research-5221</a>
5	<a href="https://www.edx.org/course/introduction-to-social-research-methods">https://www.edx.org/course/introduction-to-social-research-methods</a>
6	<a href="https://www.coursera.org/learn/qualitative-methods">https://www.coursera.org/learn/qualitative-methods</a>



Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
II	207	Operations Research for Managers	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To introduce students to use quantitative methods and techniques for effective decisions making.</li> <li>To familiarize the students with the quantitative techniques for data analysis</li> <li>To formulate, analyze, and solve mathematical models that represent real-world problems.</li> </ul>			
<b>Learning Outcomes:</b>			
After completion of this course, students will be able to <ul style="list-style-type: none"> <li>Understand Operations Research Concepts.</li> <li>Know the importance of Operations Research tools and techniques.</li> </ul>			
Units:	Contents		Sessions
1	Introduction to Operations Research: Introduction, Historical background, Meaning, Significance, Scope and Limitations of O.R. Features of Operations Research, Phases of Operations Research. Applications of O.R. in Business and Management.		2
2	Linear Programming Problem (L.P.P.): Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions		10
3	Transportation problems (T.P.): Introduction and Formulation of TP, Initial Basic Feasible Solution I.B.F.S. by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of T.P. in business.		10
4	Assignment Problems (A.P.): Meaning, definition of AP, Hungarian Method of solving AP, Assignment Problem for Maximization, minimization. unbalanced AP, restricted AP, Multiple /Optimal Solutions, applications of A.P. in business.		6
5	Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and limitations. Decision Environments-risk & uncertainty Payoff table, regret table, Decision making under uncertainty, Maximin & Maximax criteria, Minimax regret criteria, Laplace Criterion, Hurwicz criterion, Expected monetary value criterion, Expected Pay off of Perfect Information (EPPI), Expected Value of Perfect Information (EVPI), Expected Opportunity Loss (EOL), Decision Tree		7
6	Network Analysis by PERT and CPM: Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships. Critical Path Analysis, forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sharma J. K.	Operations Research – Theory and Applications	2009	Laxmi Publications Pvt. Ltd.
2 – National	R. Panneerselvam	Operations Research	2006	Prentice- Hall of India Pvt. Ltd. New Delhi
3 – National	S. Kalavathy	Operations Research	2013	Vikas Publishing House Company Pvt. Ltd.
4 – International	Michael Carter, Camille C Price, Ghaith Rabadi	Operations Research- A Practical Introduction	2019	Taylor & Francis Group, LLC
5 – International	Greg H. Parlier, Fred W. Glover, Lawrence A. Wolsey	Operations Research and Enterprise Systems	2019	Springer
6 – International	S.A. Cropper, Michael C. Jensen, Paul M. Healey	Operations Research and the Social Sciences	2012	Springer

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://en.wikipedia.org">en.wikipedia.org</a>
2	<a href="http://www.springer.com">www.springer.com</a>
3	<a href="http://www.pearson.com">www.pearson.com</a>
4	<a href="http://www.optimization-online.org">www.optimization-online.org</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://mooc.org">mooc.org</a>
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>



Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
II	208	Business Ethics and Corporate Governance	
Type	Credits	Evaluation	Marks
Core Elective	02	IE	IA = 100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To equip the learners with the knowledge and key concepts related to Indian ethos, culture and values</li> <li>To understand the reasons for ethical / unethical behaviour of individuals</li> <li>To help the students understand the importance of ethical values and principles in life.</li> <li>To enable students to comprehend the different dimensions of Business Ethics.</li> <li>To enlighten about the corporate social responsibility in the corporate business.</li> <li>to understand the importance of ethics and values in personal and professional life.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Develop a positive change in the attitude of the students towards morals, values and ethics after studying the subject.</li> <li>Display responsibility towards the society while running any business or as an employee.</li> <li>Apply the principles of ethics and values in personal and professional life.</li> <li>Use the principles of corporate governance to understand the business environment around them</li> <li>Evaluate the ethical dilemmas to arrive at suitable solutions and decisions</li> <li>Analyze situations involving governance issues and explore solutions for the same</li> </ul>			
Unit	Contents		Sessions
1	Overview of Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality		05
2	<b>Spirituality and Ethics:</b> What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Indian culture, Ethos and Values- Role of Indian ethos in managerial practices, management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra.		06
3	<b>Ethical Decision Making :</b> Ethical Decision Making process. Framework for ethical decision- making. Ethical Dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas, finance, Marketing, HRM, IB, and technology etc. Ethical culture in organizations, Developing code of ethics and conduct, professional ethics.		05
4	<b>Corporate Governance:</b> Meaning and importance of corporate governance, Difference between governance and management, purpose of good governance, key pillars of corporate governance. Stakeholders: Rights and privileges; problems and protection, Board Of Directors – Role in Governance; Role and responsibilities of		06

	<p>auditors</p> <p>Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing .</p> <p>Corporate Social Responsibility (CSR)– concept and models of CSR, CSR initiatives in India.</p>	
5	<p><b>Social, Environmental and Ethical Issues in Business:</b></p> <p>Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving depletable resources), Legal and Regulatory Issues, Sexual Harassment and Discrimination</p>	04
6	<p><b>Implementation of Business Ethics</b> Need for organizational ethics program, Codes of Conduct, Ethics Audit and its 4 process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti- Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values</p> <p><b>Case studies:</b> Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer (India); Sahara (India); Kingfisher Ltd (India); etc.</p>	04

#### Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	Murthy CSV	Business Ethics	Himalaya Publishing House
2 National	Hartman L, Chatterjee A	Perspectives in Business Ethics	McGraw Hill Publishing Co. Ltd
3 National	Ananda Das Gupta	Business Ethics –An Indian Perspective	Springer Publications
4 National	Parthasarthy,	Corporate governance: Principles, mechanism, and practices	Biztantra
4 International	Velasquez Manuel G	Business Ethics	Eastern Economy Edition
5 International	Ferrell O C, Fraedrich John Paul, Ferrell Linda	Business Ethics, Ethical Decision Making and Cases	Biztantra
6 International	Boatright John	Ethics and the conduct of Business	Pearson Education
7 Internatioal	Velasquez, Manuel G	Business ethics: Concepts & cases	Pearson

**Online Resources:**

<b>Resource No.</b>	<b>Website Address</b>
01	<a href="https://www.ethicssage.com/ethics-resources.html">https://www.ethicssage.com/ethics-resources.html</a>
02	<a href="https://maag.guides.ysu.edu/businessethics/web">https://maag.guides.ysu.edu/businessethics/web</a>
03	<a href="https://www.researchgate.net/publication/226607374">https://www.researchgate.net/publication/226607374</a> <u>Business Ethics Resources on the Internet</u>

**MOOCs:**

<b>Sr. No.</b>	<b>Details</b>
01	<a href="http://www.coursera.org">www.coursera.org</a>
02	<a href="http://www.udemy.com">www.udemy.com</a>
03	my-mooc.com

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022– 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>II</b>	<b>211 - Open</b>	<b>Data Analysis Using Ms – Excel</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE = 100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To train the student for using the spreadsheet package MS-Excel for business applications.</li> <li>To impart skills of analyzing data and presenting it using MS-Excel.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Understand the different functions of MS Excel</li> <li>Use MS Excel for analysis of Data</li> </ul>			
<b>Unit.</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to Excel</b> MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.		5
2	<b>Working with Excel</b> Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.		5
3	<b>Conditional Formatting</b> Once defined, it will automatically change the formats as per conditions user puts		5
4	<b>Commonly used functions</b> Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif		5
5	<b>Data Viewing and Reviewing</b> Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc		5
6	<b>Creating and managing charts</b> Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter,3D etc. Working with multiple sheets, hyper linking Work with spark lines. Perform Look UP tables. Analysis Tool pack: Correlation, Regression		5

<b>Reference Books:</b>		
1.	Albright :	Data Analysis and Decision Making Using MS Excel
2.	Stwphen Nelson :	Data Analysis For DuMmIES
3.	Narayan Ash Sah:	Data Analysis Using Microsoft Excel 1/e, Excel

**Online Resources:**

<b>Resource No.</b>	<b>Website Address</b>
1	W3schools
2	geeksforgeeks.com

**MOOCs:**

<b>Sr. No.</b>	<b>Details</b>
1	Excel tutorials
2	Udemy.com
3	Microsoft.com
4	Alison
5	Coursea



Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
II	211 - Open	E-Commerce Application	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
<b>Subject / Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• 12</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Basic concepts about E-commerce will be studied.</li> <li>• Knowledge of business models will be used.</li> <li>• Students will implement e-commerce security.</li> <li>• Better usage will be down with help of E-payment system.</li> <li>• Where e-commerce Applications are used.</li> <li>• Use of M-commerce technology</li> </ul>			
Unit.	Contents		Sessions
1	<b>Introduction to E-Commerce</b> Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.		5
2	<b>Business Models for e-commerce</b> Types of business models (B2B, B2C, C2B,C2C) with examples. EDI –Requirement of EDI, types of EDI, advantages and disadvantages of EDI.		5
3	<b>Types of ISP</b> ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.		5
4	<b>E-commerce Payment System</b> Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.		5
5	<b>E-Commerce Applications</b> E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.		5
6	<b>Mobile Commerce</b> Overview of M-Commerce - Wireless ApplicationProtocol(WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading.		5

**Reference Books:**

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.V. Murthy	E-Commerce		Himalaya Publishing House
2 – National	P.T. Joseph	E-Commerce A Managerial Perspective		Prentice Hall of India
3 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.udemy.com">www.udemy.com</a>

**MOOCs:**

Resources No	Web site address
1	Alison
2	Sayam
3	Coursera

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
II	211 - Open	Managerial Skills for Effectiveness	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
Subject / Course Objectives :			
<ul style="list-style-type: none"> <li>To offer exposure of essential managerial skills to students and developing these skills in the students.</li> <li>To emphasize the development of the skills and knowledge required for successful managerial performance.</li> <li>To focus on such areas as developing self-awareness</li> <li>To develop creative problem-solving, supportive communication</li> <li>To focus on the use of power and influence, motivation techniques</li> <li>To manage conflict</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management.</li> <li>Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams.</li> <li>Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.</li> <li>Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building</li> <li>Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach</li> <li>Demonstrate writing business messages and reports</li> </ul>			
Unit	Contents		Sessions
1	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude towards change, learning of skills and applications of skills.		5
2	Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, and impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.		5
3	Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.		5
4	Team building: Developing teams and teamwork, advantages of team, leading team, and team membership. Skill development and skill application.		5
5	Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of		5

	empowerment, delegating works. Skills development and skill application on above areas.	
6	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing Suggestion: Self Management • Identifying one's strengths and weaknesses • Planning & Goal setting • Managing self – emotions, ego, pride	5

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year /Edition	Publisher Company
1 – National	V.S.P.Rao	Managerial Skills	2010	Excel Books, New Delhi
2 – National	Bovee, Courtland L, Thill, John V. and Raina, RoshanLal	Business Communication Today	2017	Pearson Education, New Delhi
3 – National	RamnikKapoor	Managerial Skills		PathMakers, Bangalore
4 – International	Barun K. Mitra	Personality Development and Soft skills		Oxford University Press
5 – International	R. Alec Mackenzie	The Time Trap: The Classic book on Time Management		
6 – International	David A Whetten, Cameron	Developing Management skills	2008	Prentice Hall

### Online Resources:

Online Resources No	Web site address
1	<a href="http://www.futurelearn.com">www.futurelearn.com</a>
2	<a href="http://www.classcentral.com">www.classcentral.com</a>
3	<a href="http://www.onlinembapage.com">www.onlinembapage.com</a>
4	<a href="http://www.businessnewsdaily.com">www.businessnewsdaily.com</a>
5	<a href="http://www.alison.com">www.alison.com</a>

### MOOCs:

Resources No	Web site address
1	<a href="http://www.mooc-list.com">www.mooc-list.com</a>
2	<a href="http://www.mbacentral.org">www.mbacentral.org</a>
3	<a href="http://www.my-mooc.com">www.my-mooc.com</a>
4	<a href="http://www.accreditedschoolsonline.org">www.accreditedschoolsonline.org</a>

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022– 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>II</b>	<b>211 - Open</b>	<b>Social Media Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE=100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understand the concept of Social Media and its utility in marketing efforts.</li> <li>• To study the implementation of social media campaign.</li> <li>• To study the importance of social media in the promotion of a product or service.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Effective utilization of Social Media in connecting with the target market.</li> <li>• Using the social media for the implementation of marketing strategies</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Defining your target customer based on the usual demographics, age, gender, identifying your target customer's marital status, where they live, or what their hobbies are, understanding their basic needs, identifying the topics of interests by studying the customer's feedback research analysis,		2
2	Customer acquisition elements with human approach, why you'll use social media for business, and identify KPIs, Building a Community, designing a media planning strategy, use of social media for marketing strategies, four critical steps you'll need to take to stand out and learn the processes behind taking each step		4
3	Designing the metrics with which you can measure the growth based on: <ul style="list-style-type: none"> <li>• Number of group members</li> <li>• Engagement on your live videos</li> <li>• Engagement on your daily posts</li> <li>• Questions your group is asking</li> </ul>		8
4	Increase brand awareness, use of metrics to assess brand awareness, boost engagement, customer engagement strategies based on their basic needs, targeting the customers and target strategy		4
5	Criteria of choosing the right social network to engage audience, monthly active users, utility and usage study of Twitter, facebook, Instagram, Pinterest, youtube and other social media sites, asses their pros and cons before launching your website or social media channel		2
6	Characteristics of creating content that will engage target audience, planning content calendar, designing keywords: transactional, informational, and navigational, create a content plan, building trust through consistent engagement, measure progress Concept of Influencer Marketing and Importance. Project/blog or website in development of content and hosting utube channel to be designed by the students in the area of their interest		10

**Reference Books:**

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
4 – International	Jeff Abston	Youtube Growth Hacking	2018	CreateSpace Independent Publishing Platform
5 – International	Gary Vaynerchuk	Crushing It	2018	Harper Business
6 – International	Donald Miller	Building a StoryBrand: Clarify Your Message So Customers Will Listen	2017	HarperCollins Leadership

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/">https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/</a>
2	<a href="https://sproutsocial.com/insights/social-media-content-strategy/">https://sproutsocial.com/insights/social-media-content-strategy/</a>
3	<a href="https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/">https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/</a>
4	<a href="https://blog.hootsuite.com/books-social-media-manager-read/">https://blog.hootsuite.com/books-social-media-manager-read/</a>
5	<a href="https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&amp;trk=sem_lms_gaw&amp;veh=Google Search APAC IN NB-Social Beta DR English 249875649279 %2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534:kwd-">https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&amp;trk=sem_lms_gaw&amp;veh=Google Search APAC IN NB-Social Beta DR English 249875649279 %2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534:kwd-</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&amp;utm_medium=udemyads&amp;utm_campaign=DSA_Catchall_la.EN_cc.INDIA&amp;utm_content=deal4584&amp;utm_term=.ag_82569850245_.ad_398023114490_.kw_.de_c_.dm_.pl_.ti_dsa-302692350888_.li_9061696_.pd_.&amp;matchtype=b&amp;gclid=CjwKCAjwguzzBRBiEiwAgUOFT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE">https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&amp;utm_medium=udemyads&amp;utm_campaign=DSA_Catchall_la.EN_cc.INDIA&amp;utm_content=deal4584&amp;utm_term=.ag_82569850245_.ad_398023114490_.kw_.de_c_.dm_.pl_.ti_dsa-302692350888_.li_9061696_.pd_.&amp;matchtype=b&amp;gclid=CjwKCAjwguzzBRBiEiwAgUOFT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE</a>
2	<a href="https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&amp;utm_medium=Search&amp;utm_campaign=mv_dm_pg_c_google_search_highintent-25-64_t1_all&amp;utm_content=social media course&amp;utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&amp;gclid=CjwKCAjwguzzBRBiEiwAgUOFTwsPEZYDW">https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&amp;utm_medium=Search&amp;utm_campaign=mv_dm_pg_c_google_search_highintent-25-64_t1_all&amp;utm_content=social media course&amp;utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&amp;gclid=CjwKCAjwguzzBRBiEiwAgUOFTwsPEZYDW</a>

	<a href="https://www.coursera.org/specializations/social-media-marketing">61_qg_cc4F6ZtE9L3B15Z_Ldr343-RNgNUa-r-a7LdQNhoCTUgQAvD_BwE</a>
3	<a href="https://www.coursera.org/specializations/social-media-marketing">https://www.coursera.org/specializations/social-media-marketing</a>
4	<a href="https://iversity.org/en/courses/digital-and-social-media-marketing">https://iversity.org/en/courses/digital-and-social-media-marketing</a>

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	CourseCode	Cour	
II	211 Open	Yoga and Mediation	
Type	Credits	Evaluation	Ma
Open	2	IE	IE=100
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>To introduce the practice of yoga and its benefits to students</li> <li>To impart practices of basic yogic kriyas</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>Students will be able to understand the advantages of Yoga and practice basic yog kriyas</li> <li>Patanjal Yog Shastra Introduction*</li> <li>Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour</li> <li>Omkar Meditation Omkar and its effects, Omkar Meditation –Posture, Process, Benefits</li> </ul>			
Unit	Contents		Sessions
1	i) Origin of Yoga & its brief development. ii) Meaning of Yoga & its importance iii) Yoga as a Science of Art (Yoga Philosophy). iv) Meaning of meditation and its types and principles.		4
2	i) Classification of Yoga/Types of Yoga ii) Hatha Yoga , Raja Yoga, Laya Yoga, Bhakti Yoga, Gyan Yoga, Karma Yoga. iii) Asthang Yoga.		4
3	i) Principles of Yogic Practices. ii) Meaning of Asana, its types and principles. iii) Meaning of Pranayama, its types and principles. iv) Introduction of Kriya, Bandha and Mudra. i) ii) Importance of Kriya and its scientific approach. iii) Importance of BANDHA and its scientific approach. v) Importance of MUDRA and its scientific approach. vi) Effect of Asanas on various Systems vii) Difference between Asana and Exercise. viii) Difference between Pranayama and deep breathing. ii) Yogic Diet		8
4	i. Patanjali Yog Shastra Introduction* ii. Meditation and its origin Concentration and Self Discipline Proper Food and Behaviour iii. Omkar Meditation Omkar and its effects, Omkar Meditation – Posture, Process, Benefits		4
5	Yogasanas and Pranayam Basic Yogasanas for beginners Bhastrika, bhramari, Anulom Vilom Pranayam –process, practice and its benefits		4



6	Sun salutation Origin of Suryanamaskara and Yogasanas in India, Sun Salutation -Process, Practice and Benefits, Influence of suryanamaskar on health and wellness of individual, impact on weight loss	6
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### ReferenceBooks:

Sr. No.	Titleof the Book	Name of Author	YearEditi on	Publisher Company
1	The complete Book of Yoga	Swami Vivekananda	2019	Fingerprint! Publishing
2	Yoga Beyond Asama The Complete Guide for Blisfullife	Satya karla	2012	Path to Andam
3	Yoga – Asanas, Pranayam, Mudras, Kriya, Vivekananda Ashram		2000	Fingerprint! Publishing
4	Yoga – Sivanand		2014	Yog Vedanta Center

### OnlineResources:

OnlineResour cesNo	Websiteaddress
1	<a href="https://www.yogatoday.com/">https://www.yogatoday.com/</a>
2	<a href="https://www.youtube.com/user/yogatoday">https://www.youtube.com/user/yogatoday</a>
3	<a href="https://m.youtube.com/user/yogawithadriene/playlists">https://m.youtube.com/user/yogawithadriene/playlists</a>

### MOOCs:

ResourcesN	Websiteaddress
1	<a href="http://www.classcentral.com">www.classcentral.com</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.coursera.org">www.coursera.org</a>

**MBA (HR) SEMESTER III**  
**Revised Syllabus**  
**With Effect from (2022 –23)**

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>301</b>	<b>Strategic Management</b>	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To provide a framework of strategic management</li> <li>To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills</li> </ul>			
<b>Learning Outcomes :</b>			
Having successfully completed this module, learner will be able to demonstrate knowledge and understanding of: <ul style="list-style-type: none"> <li>The key dimensions of strategic management – Analysis, Evaluation, Choice &amp; Implementation</li> <li>Organizations‘ ability to implement chosen strategies and identify the areas requiring change</li> <li>Develop skills in generating alternative solutions to complex problem areas, underpinning each with a supportive and well researched rationale in order to achieve critical success</li> <li>Obtain, analyse and apply information from a variety of sources in the public domain</li> </ul>			
<b>Units</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction to Strategic Management: Concept, Definition, nature, scope, significance, Levels at which strategy operates , Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals.		10
2	External and Internal Resource Analysis External Business Environment –SWOT Analysis. Industry Analysis- Porters Five Force Model. Resource Based View – Resources – Capabilities – Competencies – Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice : BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis		10
3	Strategy Formulation Generic Strategies - Low Cost – Differentiation – Focus. Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination. Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial Strategies, Operational Strategies		10
4	Implementation of Strategy Issues in implementation of strategy; Strategy Structure relationship; Implementing changes in structure; Restructuring and Re-Engineering; Resource Allocation; Behavioral issues in strategy implementation - organizational culture and change; McKinsey‘ s 7s framework		10
5	Strategic Control Purpose and components of Strategic Control. Evaluation techniques. Control process and system.		10
6	Contemporary Strategic management Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets.		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Azhar Kazmi	Strategic Management And Business Policy	2008	McGraw Hill
2 – National	A. Bhandari, R. P. Verma	Strategic Management	2013	McGraw Hill
3 – National	Srinivasan R	Strategic Management: The Indian Context	2014	PHI learning
4 – International	Jay B. Barney and William S. Hesterly	Strategic Management and Competitive Advantage: Concepts (4th Edition)	2012	Pearson/Prentice Hall,
5 – International	William F Glueck :,	Business Policy and Strategic Management		McGraw Hill International Book Co
6 – International	Charles W.L Hill and Gareth R. Jones,.	Strategic Management: An Integrated Approach,		Houghton Mifflin

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.ijsm-journal.org/IJSM">www.ijsm-journal.org/IJSM</a>
2	<a href="http://www.onlinelibrary.wiley.com/journal/10970266">www.onlinelibrary.wiley.com/journal/10970266</a>
3	<a href="http://www.emerald.com/insight/publication/issn/1755-425X">www.emerald.com/insight/publication/issn/1755-425X</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.openlearning.com">www.openlearning.com</a>
4	<a href="https://www.mooc-list.com/">https://www.mooc-list.com/</a>
5	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
6	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>
7	<a href="https://alison.com/">https://alison.com/</a>

Programme: MBA (HR) CBCS –Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
III	302	Legal Aspects of Business	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To create Dynamic and Effective Business Professionals</li> <li>To transform the stake holders to cater to the needs of the society and contribute to Nation building</li> <li>To improve decision making by having a sound knowledge of law.</li> <li>To develop entrepreneurs to register different aspects of their business under the law.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>To extrapolate the legal knowledge to business.</li> <li>The graduates' attributes reflect legal knowledge and understanding global Competencies.</li> <li>To demonstrate domain comprehensive knowledge.</li> <li>To articulate with business skills.</li> <li>To inculcate the culture of abiding law.</li> <li>To develop a coherent approach.</li> </ul>			
Unit	Contents		Sessions
1	- Introduction to Business laws, structure and sources of law, <b>Law of contract- The Indian Contract Act, 1872</b> –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts <b>Contracts of Guarantee and indemnity, Bailment, Pledge</b>		5
2	<b>Contract of Agency</b> – Introduction, Agent and Agency, general rules, Modes of creation of Agency, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties		10
3	<b>Law of sales of Goods</b> – Essentials of contract of sale, Goods and their classification, Sale, Agreement to Sell and Hire Purchase, Conditions and Warranties (Implied and Expressed), Unpaid seller and his rights, rights of buyer. Law of Negotiable Instruments – Characteristics of Negotiable Instruments, Types of Negotiable Instruments, Classification of negotiable instruments.		10
4	<b>Consumer Protection Act</b> -Introduction, Definitions – consumer, complaint, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers <b>The Partnership Act, 1932</b> - types of partners, formation of partnership, rights and liabilities of partners.		10
5	<b>The Company's Act, 2013 (Amended):</b> Introduction and types of companies, Formation of a Company, Memorandum of Association,		5

	Articles of Association, Winding up. Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution, Arbitration agreement, Arbitral Tribunal, Arbitral proceedings.	
6	<b>Information Technology Act, 2000 Amended 2018</b> , Definition - —Certifying Authority, Controller, Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences Intellectual Property Laws- Introduction and types of IPR, Whistleblower Protection Act 2014. Introduction, Definitions, Salient Features, importance of the act	5

*Land mark case laws to be cited and discussed.*

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	N.D. Kapoor	Mercantile Law	2019	Eastern Book Company
2 – National	Narayan	Intellectual Property Laws	2019	
3 – National	Bare Act	The Patent Act	2019	
4 – National	Bare Act	The Trademark Act	2019	
5 – International	Bare	The Negotiable Act	2019	

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf">https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf</a>
2	<a href="http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf">http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf</a>
3	<a href="http://legislative.gov.in/sites/default/files/A1996-26.pdf">http://legislative.gov.in/sites/default/files/A1996-26.pdf</a>
4	<a href="http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf">http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf</a>
5	<a href="https://www.youtube.com/watch?v=vlk40C91HqQ">https://www.youtube.com/watch?v=vlk40C91HqQ</a>

MOOCs Resources No	Web site address
1	Alisons
2	www.swayam.gov.in

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>303</b>	<b>Innovation, Design Thinking and Entrepreneurship Management.</b>	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process.</li> <li>To provide background knowledge for understanding of innovation management.</li> <li>To focus on the interconnection between entrepreneurial thinking and innovation.</li> <li>To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth;</li> <li>To acquire the knowledge and skills needed to manage the development of innovations,</li> <li>To enable the students to effectively and efficiently evaluate the potential of new business opportunities.</li> <li>To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Think critically and creatively about the nature of business opportunities, resources and industries</li> <li>Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society.</li> <li>Discuss what is meant by entrepreneurship and innovation from both a theoretical and practical perspective, and the role of the entrepreneur in the new enterprise creation process.</li> <li>Evaluate the various sources of raising finance for startup ventures.</li> <li>Understand the fundamentals of developing and presenting business pitching to potential investors.</li> <li>Describe the processes by which innovation is fostered, managed, and commercialized.</li> <li>vii)Students will become familiar with the impact of innovation on competitiveness of the industry</li> <li>Develop a new way of thinking to capitalize on different opportunities in an organization or business venture</li> <li>Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead</li> </ul>			
<b>Units</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction to Entrepreneurship: Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges.		5
2	Innovation: Meaning, Characteristics, Purpose/ goals of innovation, Sources of innovation, Types of innovation (service, process, product), Radical vs incremental innovation, Technology innovation vs business model. Challenges to innovation. Differences between invention and innovation, Sustainability and		7

	Innovation, Innovation and entrepreneurship.	
3	Innovation management: Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving intra-organizational innovation.	6
4	Creativity: What is Creativity? Components of Creativity, Creativity Process and Techniques, Barriers to creativity, Organization and personal factors to promote creativity. Principles and Techniques for Creative Ideas, Six Hat Thinking Exercises and Lateral Thinking Exercises. Methods and Tools for Creative Problem Solving.	7
5	Crafting Business Models and Lean Start-Ups: Introduction to business models; Creating value propositions, conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching	7
6	Organizing Business and Entrepreneurial Finance: Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship.	4

#### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1.National	Mitra, Sramana	Entrepreneur Journeys (Volume 1),	2008	Book sage Publishing
2.National	R. Gopal, Pradip Manjrekar.	Entrepreneurship and Innovation Management (an Industry Perspective)	2010	Excel Books
3.National	Shlomo Maital and D V R Ses hadri,	Innovation Management: Strategies, Concepts and Tools for Growth and Profit.	2007	Response Books, Sage Publications, New Delhi.
4.International	Davila, Tony , Epstein, Marc J. Boston,	The innovation paradox : why good businesses kill breakthroughs and how they can change.	2014	Massachusetts (2014)
5.International	Govindarajan, Vijay & Trimble, Chris,	10 Rules for Strategic Innovators;	2005.	Boston: Harvard Business School Press,
6.International	David Holt	Entrepreneurship :New Venture Creation	1998	Prentice Hall India.
7.International	Timmons, Jeffrey A., Gillin, L. M., Burshtein, S., and Spinelli, Stephen Jr.	New Venture Creation: Entrepreneurship for the 21st Century – A Pacific Rim Perspective, ISBN: 0070277664	2011	1st Edition. McGraw-Hill Irwin.



8.International	Davila, T., Epstein, M J.,Shelton, R.	Making innovation work : how to manage it, measure it, profit from it	2006 0- 13- 149786-3	Upper Saddle River Wharton School Publishing
9.International	Hisrich,R.D., Peters, M.P., and Shepherd, D.	Entrepreneurship	2013	McGraw-Hill

**Journals:**

1	Journal of Business Venturing
2	Entrepreneurship Theory and Practice
3	Journal of Small Business Management
4	Academy of Management Review
5	Journal of Small Business and Entrepreneurship
6	Venture Capital
7	Small Business Economics
8	Family Business review

**Online Resources:**

Resource No	Website Address
1	<a href="http://www.brikenbulbs.com">www.brikenbulbs.com</a>
2	<a href="http://www.en.wikipedia.org/wiki/business.plan">www.en.wikipedia.org/wiki/business.plan</a>
3	<a href="http://www.brainstorming.co.uk">www.brainstorming.co.uk</a>
4	<a href="http://www.mind-mapping.co.uk">www.mind-mapping.co.uk</a>
5	<a href="http://www.ecic.adelaide.edu.au">www.ecic.adelaide.edu.au</a>
6	<a href="http://www.mckinsey.com/">www.mckinsey.com/</a>
7	<a href="http://www.ideo.com">www.ideo.com</a>
8	<a href="http://www.business.gov.au">www.business.gov.au</a>
9	<a href="http://www.wdc-econdev.com">www.wdc-econdev.com</a>
10	<a href="https://hbr.org/2013/07/innovation-isnt-an-idea-proble">https://hbr.org/2013/07/innovation-isnt-an-idea-proble</a>

**MOOCs:**

Resources Name	Website Address
University of Florida	<a href="http://www.coursera.org">www.coursera.org</a>
University of London	<a href="http://www.cefims.as.uk">www.cefims.as.uk</a>
Alison	<a href="https://alison.com/">https://alison.com/</a>
Khan Academy - free online courses and lessons	<a href="https://www.khanacademy.org/">https://www.khanacademy.org/</a>
Swayam	<a href="http://swayam.gov.in">swayam.gov.in</a>

Course : MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HR01	Human Resource Planning and Development	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• Understanding the process of Human resource planning</li> <li>• Appraise the techniques of HR planning</li> <li>• Formulating the HR procurement and deployment</li> <li>• Understanding the role of training and executive development</li> <li>• comparing and applying various methods of training</li> <li>• Determining the training designs and evaluation</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Describe the process of human resource planning applying the techniques for human resource planning</li> <li>• Identify the human resource procurement and deployment</li> <li>• Explain the role of training and development distinguish different methods of training and their applications assess the design and outcome of training</li> </ul>			
Units:	Contents		Sessions
1	Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning		10
2	Human Resource Demand & Supply forecasting tools and techniques – Managerial Judgment ; Work-study methods ; ratio-trend analysis ;work-force analysis; work-load analysis ; job analysis ; Staffing table ; markov analysis; skill inventory ; replacement chart ; labour supply ; cohort analysis ; scenario analysis ; Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement – Labour Turnover		10
3	Recruitment plan ; Recruitment Sources; Current practices in Recruitment: Outsourcing, e-recruitment career planning ; succession planning; redeployment planning; redundancy plan – retaining, retrenchment, VRS; Job-design		10
4	Concept of training, terms - education Knowledge, Skills, attitudes, need of training, importance, objectives of training, ADDIE model, Principles of training; concept of executive development: Objectives, importance, process of executive development		10
5	Training needs analysis (TNA): Meaning and purpose of TNA, TNA at different levels, Process of TNA, output of TNA, Training and Development methods : On-the-Job & Off-the-job, job instructions training, apprenticeship, internship, demonstrations, self-directed learning, coaching, job rotation, project assignment, simulation methods, lectures, case studies, group discussion, conferences, role playing, management games, in basket exercise, sensitivity training, vestibule training, e-training.		10

6	Designing training programme – considerations in designing effective training programs selection of trainers, training material & aids, use of technology in training Evaluation of training – Need for evaluating training, Kirkpatrick evaluation criteria – reactions, learning, behavior, results, ROI, Cost-benefits analysis	10
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### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. Rishipal	Training and Development methods	2011	S. Chand
2 – National	Rolf, P., and UdaiPareek	Training for Development		Sage Publications Pvt. Ltd.
3 – National	J.W. Walker	Human Resource Planning		McGraw Hill.
4 – International	Noe, Raymond A., and Amitabh DeoKodwani	Employee Training and Development		Tata McGraw Hill.
5 – International	Edward, Leek	Manpower Planning, Strategy and Techniques in Organizational Context		Wiley
6 – International	Paul Turner	HR Forecasting and Planning		CIPD

### Online Resources:

Online Resources No	Web site address
1	<a href="http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf">http://www.eiilmuniversity.co.in/downloads/Human-Resource-Planning-Development.pdf</a>
2	<a href="https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html">https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html</a>
3	<a href="https://www.pdfdrive.com/human-resource-planning-development-e38508079.html">https://www.pdfdrive.com/human-resource-planning-development-e38508079.html</a>
4	<a href="https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html">https://www.pdfdrive.com/understanding-human-resource-development-philosophy-processes-practices-routledge-studies-in-human-resource-development-e184374786.html</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.edx.org/">https://www.edx.org/</a>
2	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://swayam.gov.in/nc_details/NPTEL">https://swayam.gov.in/nc_details/NPTEL</a>

Course : MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HR02	Labour Laws-I	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To understand the laws and rules pertaining to labor</li> <li>To understand the various concepts and laws in Labour Welfare, health and safety</li> <li>To understand the laws and rules pertaining to social security</li> <li>To understand the laws related to discipline</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>Understanding various importance's of labour laws in effective business management.</li> <li>Understanding the legislation related to Labour Welfare, health and safety.</li> <li>Understand various statutory provisions related with industrial relations and labour welfare.</li> <li>Analyze issues and challenges of applying provisions as per legislations in the industry</li> <li>Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction.</li> </ul>			
Unit	Contents		Sessions
1	Industrial Jurisprudence History and types of labour legislations, Concept of Jurisprudence, an overview of industrial jurisprudence, principles of social justice, natural justice, equity and economy, unique characteristics of Indian labour.		8
2	Laws relating to working condition - Factories Act 1948 Definition, provisions relating to health, safety and welfare, provisions relating working hours for adults, hazardous process, restriction on employment of women and children, Certifying officers, enforcement of the act and penalties		8
3	Laws relating to wages Payment of Wages Act 1936 ; definition, provisions for payment of wages, authorized deduction, enforcement of the act, Minimum Wages Act, the Equal Remuneration Act, 1976 - definitions, payment of equal remuneration, advisory committee, enforcement of the act		8
4	Social Security 1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952 2. The Employee State Insurance Act, 1948 3. The Workmen Compensation Act 1923 4. The Bombay Labour Welfare Act The role of ILO in promoting social security, Contribution of ILO to Labour Welfare		7
5	The Industrial Employment (Standing Orders) Act 1946 Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act,		7

	Payment of Gratuity Act,	
6	The Maternity Benefit Act Definition, right to payment of maturity benefit, provision pertaining to leave, forfeiture of the benefit, Minimum Wages Act - Definition, provisions - meaning of the term "Wage" - Wage Vs. Salary, "Workmen Compensation Act"	7

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Publisher	Year
1 – National	J.K.Bareja,	Industrial Laws, Galgotia and Sons		
	P.R.N.Sinha	Industrial relations, Trade unions and Labour legislation, Pearson Edu		
2 – National	Paul Blyton, Peter Turnbull,	Dynamics of employee relations, Macmillan		
3 – National	V.P.Micheal,	Industrial relations in India and Workers Involvement		
4 – National	C.B.Memoria,	Dynamics of Industrial Relations		
5 – National	Agalgatti B B	- Labour Welfare and Industrial Hygiene , NiraliPrakashan		

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm">https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm</a>
2	<a href="https://guides.loc.gov/employment-and-labor-law/online-resources">https://guides.loc.gov/employment-and-labor-law/online-resources</a>
3	<a href="https://guides.library.utoronto.ca/c.php?g=251198&amp;p=1673409">https://guides.library.utoronto.ca/c.php?g=251198&amp;p=1673409</a>
4	<a href="https://labour.gov.in/">https://labour.gov.in/</a>
5	<a href="https://ec.europa.eu/social/main.jsp?catId=157">https://ec.europa.eu/social/main.jsp?catId=157</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T">https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T</a>
2	<a href="https://swayam.gov.in/explorer?category=Law">https://swayam.gov.in/explorer?category=Law</a>

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	304	Summer Internship	
Type	Credits	Evaluation	Marks
Core	8	IE	50:50

### **Rules for Summer Internship:**

- 1) All students of MBA-I have to undergo a mandatory Summer Internship Program (SIP) of minimum 60 days in an organization after their Sem-II exams.
- 2) The Summer Internship is allocated 8 credits as per the University Syllabus
- 3) Selection of students for Internship: The Institute CRC (Corporate Resource Cell) gets the Internship requirements from Industry/Organization for specific roles. After the allocation of internship slots by the industry to the institute, the students undergo the selection process. At the end the company selects the students based on their performance. Once a student has taken up a summer internship project from campus, he/she will not be allowed to withdraw for another off-campus offer that he/she may secure at a later stage. Violation of the rule will result in barring him/her from the final placement process.
- 4) During the period of the Internship it is absolutely necessary for the students to conduct himself/herself professionally during the tenure with the organization as a summer intern.
- 5) During the Internship period, on all working days, students to be in formal dress code. Situations may arise when the Company guide may call and wants to have a video call with students and students are not found in formals. Complaints from the company guide, such as these will not be tolerated. This will lead to cancellation of the project.
- 6) At all times during the Internship period, students should be accessible on their Mobile Phones. Also they are to regularly access their emails for any messages from their Internal faculty guide or their Company Guide. In addition, if the institute receives any complaint from the organization's regarding the conduct or indiscipline of the student, strict action will be taken against the student.
- 7) The permission to extend the period of summer internship is taken in consultation with the Institute Director.
- 8) Team CRC will be in constant touch with the Company Guide to take the feedback on student's progress during the Internship.
- 9) The student's need to remember that his/her conduct & performance, can mar or enhance the Institute's image thereby affecting the final placement.
- 10) During the entire period of the Internship, for subject/project related matters, students are to be in touch with their Internal Faculty Guide. And for other company matters they can contact CRC.

- 11) During the tenure with the organization the student is required to work on a subject relevant to the organization and society, formulating the problem and devising ways to solve the same under expert guidance.
- 12) Before the Students join the Organization for the Internship they are oriented for the do's and don'ts of the Internship by the CRC.
- 13) Once the Students join the Internship they are oriented by the reporting manager at the new workplace. This might take the form of a conventional orientation program or merely a walk around the office, depending on the size of the company. Give interns an overview of the organization; some companies give talks or hand out information about the company's history, vision and services. Explain who does what and what the intern's duties will be. Introduce him or her to co-workers.
- 14) Guidance/ Regular Feedback: It's important to give students lots of feedback. The reporting manager in the organization gives the students feedback during the course of the Internship. They'll want to know if their work is measuring up to organizational expectations.
- 15) Daily progress report of Intern is to be evaluated by industry supervisor as well as by the Internal Faculty guide.
- 16) Both the Industry Guide and the Internal Faculty Guide periodically examine what the intern has produced and make suggestions. Weekly supervision meetings with the students help to monitor the intern's work. After completion of Internship, the student should prepare a comprehensive report to indicate what he/she has observed and learnt in the training period. The student has to be in constant touch with Industrial Supervisor/ Faculty Guide/TPO for assigning special topics and problems and should prepare the final report on the assigned topics.
- 17) The training report should be signed by the Internship Supervisor, Faculty Guide and the Director of the Institute. The Internship report will be evaluated on the basis of following criteria:
  - Originality.
  - Adequacy and purposeful write-up.
  - Organization, format, drawings, sketches, style, language etc.
  - Variety and relevance of learning experience.
  - Practical applications, relationships with basic theory and concepts taught in the course.

## 18) Chapter Scheme used in the project report

### **Chapter1: Introduction**

The purpose of introduction is to introduce the research project to the readers. It should contain history of the organization, past and current practices, new technology and future strategies. Enough background should be given to make clear to the readers why the problem was considered worth investigating. A brief summary of other relevant research may also be stated so that the present study can be seen in that context. The hypotheses of study, if any, and the definitions of the major concepts employed in the study should be explicitly stated in the introduction of the report.

- In this chapter the following minimum contents should be covered.
- Overview of industry as a whole
- Profile of the organization (History, Vision, Mission Objectives, Functions, Etc.)
- Problems of the company/Industry (**Growth of Industry, Players in Industry, size, contribution in GDP, Total employees, global practices, etc.**)
- Competitors information
- SWOT analysis of the organization

### **Chapter2: Research Methodology**

- Statement of the Problem
- Objectives & Scope of Study
- Managerial usefulness of study
- Type of Research and Research Design
- Data Collection Method
- Limitations of Study

### **Chapter3: Conceptual Discussion**

- Review of Literature (Discussion about the work done by others on similar issues and published articles/books/research projects, etc.)
- Current Issues (From Newspaper, Journals–For Company and Industry)
- New Development of Company and Industry

### **Chapter4 : Data Analysis–**

- Methods and techniques of data analysis (Questionnaire, Graphs, Statistical Methods, SPSS etc)
- Primary Data Analysis
- Secondary Data Analysis

### **Chapter5 :My contribution to the body of knowledge**

### **Chapter6 : Findings, Conclusion and Suggestions**



## **Chapter 7: Summary of the project**

### **Appendix**

Here a sample Questionnaire, FAQ (Frequently Asked Questions) and any other relevant documents may be included.

### **Bibliography (Use APA format for Bibliography)**

Reference Books, Journals, Newspapers, Web Sites, Reports etc are to be listed out there. (Examples of Books, Magazines, Journals and News papers as referred by the students are given below.)

#### **Books**

Kotler Philip, Marketing Management Analysis, Planning Implementations & Control Edition, 1998. Prentice Hall of India Ltd. New Delhi.

#### **Magazines, Journals & Newspapers.**

Name of the articles, e.g. Business Today: 15-22 May 2012

Name of the articles, e.g. The Times of India. Mumbai: 1st May 2012.

19). The candidate is required to publish internship work in conferences and journals in consultation with the Internal Faculty guide and after due permission/ consent from the organization/industry where he/she has undergone the internship.

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	307 Open	Digital Marketing	
Type	Credits	Evaluation	Marks
Open	2	IE	IE= 100
Learning Objectives:			
<ul style="list-style-type: none"> <li>To introduce students to the fundamental concepts of Digital marketing</li> <li>To make students aware about changing consumer behavior in the digital world</li> <li>To give understanding of formulation digital marketing strategy</li> <li>To introduce students with various digital marketing platforms</li> <li>To introduce students with digital marketing analytics</li> <li>To introduce students with the concept of E-CRM</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>Students will able to understand the concepts of Digital marketing</li> <li>Students will able to know the consumer behavior in the digital world</li> <li>Students will able to plan digital marketing strategy</li> <li>Students will able to understand significance of various digital marketing platforms for digital marketing</li> <li>Students will able to understand and use CRM in digital marketing</li> </ul>			
Units:	Contents		Sessions
1	Introduction to Digital Marketing : Introduction, Nature, scope and significance of digital marketing. Difference between traditional marketing and digital marketing. Digital marketing platforms. Digital Marketing Era and the way forwards		5
2	Digital Consumer: Understanding Consumer behavior in digital world. Marketing Funnel. Digital marketing funnel. The digital revolution in India. Understanding the digital business. STP for digital marketing. Concept of Online marketing Mix.		5
3	Digital marketing Strategy: How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.		5
4	Digital marketing Platforms: Search Engine Optimization (SEO) CONCEPT, SIGNIFICANCE, Optimizing website, On Page Optimization, Off Page Optimization. Introduction to SEM,introduction to E mail Marketing , Mobile Marketing, content marketing, affiliate marketing, social media marketing		5
5	Digital marketing analytics : Introduction to digital marketing analytics, difference between why digital marketing analytics, what is DMA, digital marketing analyst. Tools for digital marketing analytics.		5
6	CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM, Mobile Apps for CRM		5

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	RPrasad	Digital Marketing		
2 – National	SameerKulkarni	Virtual Marketing		
3 – National	:Vandana Ahuja (Oxford Universitypress	Digital Marketing		
4 – International	Arnold, etal	Web Marketing		
5 – International	Philip Kotler, HermawanKartajaya, Iw	Marketing 4.0: Moving from Traditional to Digital		
6 – International	Ryan Deiss, Russ Henneberry	Digital Marketing For Dummies		Wiley Publication

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://neilpatel.com/what-is-digital-marketing/">https://neilpatel.com/what-is-digital-marketing/</a>
2	<a href="https://www.digitalmarketer.com/digital-marketing/">https://www.digitalmarketer.com/digital-marketing/</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://learndigital.withgoogle.com/digitalunlocked/certification">https://learndigital.withgoogle.com/digitalunlocked/certification</a> <a href="https://www.coursera.org/specializations/digital-marketing#courses">https://www.coursera.org/specializations/digital-marketing#courses</a>

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>307 Open</b>	<b>Corporate Taxation</b>	
Type	Credits	Evaluation	Marks
Open	2	IE	IE=100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To introduce and orient the students with the definition and underlying provisions of Direct tax law and</li> <li>To develop broad understanding of the tax laws and accepted practices.</li> <li>To make them understood regarding practical aspects of tax planning as an important managerial decision making process.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>Understand various basic concepts/ terminologies related Taxation</li> <li>Calculation of Income under differential head of income</li> <li>Understand Basic concepts for taxation of companies</li> <li>Design/ Develop / Create tax saving plan.</li> <li>Explain how tax planning can be done</li> <li>Illustrate how online filling of various forms and returns can be done</li> </ul>			
<b>Units:</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction to Income: Definitions: Person, Companies, Association of persons and trust , Minors, Cooperative registered firms, Income , Deemed income , Concept of Assessee , Assessment year, Previous year, Gross total income , Total income , Residential status and scope of total income on the basis of residential status, Agricultural income, Income exempt from tax		10
2	Calculation of Income under differential head of income: Salaries, perquisites, gratuity and retirement benefits, income from house property, capital gain, income from other sources, income from business and profession, problems arising from aggregation of income and set off and carry forward of losses. Deductions under chapter VIA. Computation of income and Return of Income Tax.		10
3	Basic concepts for taxation of companies: Company and types of companies, different heads of income, Deduction from gross total income for companies, basic calculation for computation of taxable income of companies, Minimum alternate tax.		10
4	Tax Considerations for Managerial Decisions: Tax considerations for specific financial and managerial decisions like capital structure decisions, deemed dividend, dividend, own or lease, make or buy, repair or renewed, managerial remuneration, tax planning relating to mergers and demergers of companies.		10
5	Tax planning: Concepts relating to Tax Avoidance and Tax Evasion and tax planning, Tax planning with reference to: Location of undertaking , Type of activity , Ownership pattern, Tax incentives and Tax exemptions.		10
6	Tax Administration and Management: Filing of Returns and assessments, Penalties and Prosecutions, Appeals and Revisions, Review, Rectification, Advance tax, Tax deducted at source .Basic concept of International Taxation and Transfer pricing, Avoidance of double Taxation Agreements.		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. V. K. Singhaniya	Corporate Tax planning and Business Tax Procedures‘		, Taxman Publications New Delhi.
2 – National	Ahuja Girish, Gupta Ravi,	, = Simplified Approach to Corporate Tax planning and Management‘		Bharat Law House Pvt. Ltd. New Delhi.
3 – National	Nitin Vashisht and B.B. Lal	Direct Taxes: Income Tax ,and Tax planning‘ ,		Pearson Education
4 – International	Alex Easson	Tax Incentives for Foreign Direct Investment		(Kluwer Law Internation).
5 – International	Daniel Q. Posin	Corporate tax planning		(Little Brown & Company, London)
6 – International	Christiana HJI Panayi	Double Taxation, Tax Treaties, Treaty Shopping		(Kluwer Law International).

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.investopedia.com/terms/c/corporatetax.asp">https://www.investopedia.com/terms/c/corporatetax.asp</a>
2	<a href="https://cleartax.in/s/corporate-tax">https://cleartax.in/s/corporate-tax</a>
3	<a href="https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview">https://www.lexisnexis.com/uk/lexispsl/tax/document/393773/55KG-S061-F18C-V2X4-00000-00/Basic_principles_of_corporation_tax_overview</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.classcentral.com">www.classcentral.com</a>
3	alison.com
4	<a href="http://www.edx.org">www.edx.org</a>

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	307 Open	Cross Cultural Issues and International HRM	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
<b>Course Objectives:</b>			
<p>Student will be able to</p> <ul style="list-style-type: none"> <li>• Understand approaches to international operations</li> <li>• Explain the process of Global staffing</li> <li>• Define training and development and compensation issues.</li> <li>• Discuss international industrial relations.</li> <li>• Elaborate issues related to cultural diversity</li> <li>• Understand business practices in various countries.</li> </ul>			
<b>Learning Outcomes:</b>			
<p>After completion of course, student will able to</p> <ul style="list-style-type: none"> <li>• Explain concepts related to approaches to international operations.</li> <li>• Explain the various aspects global staffing</li> <li>• Contribute in the process of training and compensation.</li> <li>• Describe issues related to international industrial relations</li> <li>• Handle the issues related to Cultural Diversity</li> <li>• Explain business practices in various countries.</li> </ul>			
Unit :	Contents		Sessions
1	Cross National HRM, Purpose, macro influences on HRM systems, Approaches to international operations-The ethnocentric approach, polycentric approach, geocentric approach		5
2	Global Staffing Practices Approach to multinational staffing global staffing practices Expatriation and repatriation-selection of Expatriates, barriers to expatriation.		5
3	Training And Development , Compensation Issues Training & Development for expatriation and repatriation ,Global compensation practices-compensation for expatriates, Social security schemes in different countries.		5
4	International Industrial Relations International industrial relations practices-impact of globalization on IR, comparative study of IR in some countries		5
5	Cultural Diversity Understanding cultural diversity, managing cultural diversity Understanding cultural-Hofstede's theory and Trompenaars theories, Communication across various cultures, Cross cultural Negotiation.		6
6	Business Practices In Various Countries Business practices and approaches of European countries, china and Japan and USA		4

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Bhatia S.K.	International Human Resource Management-A Global Perspective,	2007	Deep and Deep Publication
2 – National	Bhatia S.K. and Poonam Choudhary	Managing cultural Diversity in Globalization,	2003	Deep and Deep Publication
3 – International	Mello Jeffery,	Strategic Human Resource Management,	2015	Thomson Publication
4– International	Dowling Welch,	International HRM-Managing People in International Context,	2004	Thomson Learning, South Western Publication

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://kelleyflores.weebly.com/approaches.html">https://kelleyflores.weebly.com/approaches.html</a>
2	<a href="https://resources.workable.com/international-recruitment-policy">https://resources.workable.com/international-recruitment-policy</a>
3	<a href="https://www.simplilearn.com/best-practices-for-training-global-employees-article">https://www.simplilearn.com/best-practices-for-training-global-employees-article</a>
4	<a href="https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/key-steps-for-better-training-development-programs.aspx">https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/key-steps-for-better-training-development-programs.aspx</a>
5	<a href="https://renascencetalent.com/Pages/blog_details/8">https://renascencetalent.com/Pages/blog_details/8</a>
6	<a href="https://www.worldatwork.org/docs/research-and-surveys/e157963gp04.pdf">https://www.worldatwork.org/docs/research-and-surveys/e157963gp04.pdf</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://alison.com/course/international-and-strategic-human-resource-management">https://alison.com/course/international-and-strategic-human-resource-management</a>
2	<a href="https://www.coursera.org/courses?query=hr">https://www.coursera.org/courses?query=hr</a>
3	<a href="https://www.onlinestudies.com/Certificate/International-Human-Resource-Management/">https://www.onlinestudies.com/Certificate/International-Human-Resource-Management/</a>

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course</b>	
<b>III</b>	<b>307 Open</b>	<b>Artificial Intelligence in HR Practices</b>	
Type	Credits	Evaluation	M
Open	2	IE	IE=100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities.</li> <li>It aims to bring you the latest thinking and up-to-date methods for AI technologies to create revenue and generate business opportunities.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>It gives more emphasis on hands on experience with consulting and live projects using AI tools.</li> <li>It will also develop the skills and knowledge needed to manage the complexity that comes from a more artificial intelligence driven world and explore how AI technology can be used to create revenue and generate business opportunities.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Definition, Meaning, Scope of Artificial Intelligence, approaches of artificial Intelligence, reasons/purpose of Artificial Intelligence in HR Limitations of AI <b>Points to consider in deploying AI in HR</b>		5
2	Tactical HRIS (T-HRIS), Applications of AI in HR, Deploying AI in HR, Challenges of AI in Human Resource Management, Impact of Artificial Intelligence on HR practices, Barriers to adopting AI in HR		5
3	Role of Artificial Intelligence in recruitment, Types of Artificial Intelligence Hiring Bias, benefits/advantages of using AI in recruitment. The Role of Artificial Intelligence in Training, Learning and Development, benefits of AI in corporate training and development, Machine Learning (ML), Types of Machine Learning		5
4	<b>Scope of Artificial Intelligence in Performance Management</b> , Role of AI in Performance Management, advantages & disadvantages of using AI in performance reviews,		5
5	Artificial Intelligence and Compensation Management, impact of Artificial Intelligence on workers Compensation, Artificial Intelligence into Pay Decisions, Future of AI in Compensation		5
6	The Impact of Artificial Intelligence on the Labor Market: Globally, New Job Structures, Labor Relations. Impact on the Organization of Work.		5



**Reference Books:**

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Dr. Gerlind Wisskirchen	How Artificial Intelligence impacts labour and management	2018	
2	Agarwal, A., Gans, J., and Goldfarb, A	Prediction Machines: The simple economics of Artificial Intelligence	2018	Harvard Business Review Press
3	Forster, E.M	The Machine Stops	2011	London: Penguin Books
4	Davidov, Guy.	A Purposive Approach to Labour Law,	2016	Oxford University Press
5	Deakin, Simon; Morris, Gillian	Labour Law, 4th ed	2005	Hart Publishing.
6	Stefan Strohmeier	Handbook of Research on Artificial Intelligence in HRM	2022	Saarland University, Germany
7	VikasGarg, RichaGoel	Handbook of Research on Innovative Management Using AI in Industry 5.0	2022	www.igi-global.com
8	Ben Eubanks	Artificial Intelligence for HR use AI to Support and Develop a Successful		<a href="https://www.koganpage.com/product/artificial-">https://www.koganpage.com/product/artificial-</a>
9	Tom Taulli	Artificial Intelligence Basics: A Non-Technical Introduction	2021	<a href="https://play.google.com/store/audiobooks/details?id=A">https://play.google.com/store/audiobooks/details?id=A</a>
10	K.R. Chowdhary	Fundamentals of Artificial Intelligence	2020	Springer

**Online Resources:**

Online Resources No	Website address
1.	<a href="https://www.imercer.com/uploads/common/HTML/LandingPages/AnalyticalHub/june2019-mercer-2019-global-performance-management-survey-">https://www.imercer.com/uploads/common/HTML/LandingPages/AnalyticalHub/june2019-mercer-2019-global-performance-management-survey-</a>
2.	<a href="https://hbr.org/2011/11/delivering-an-effective-perfor">https://hbr.org/2011/11/delivering-an-effective-perfor</a>
3.	<a href="https://www.perlego.com/book/1589573/artificial-intelligence-for-hr-use-ai-to-support-and-develop-a-successful-workforce-pdf">https://www.perlego.com/book/1589573/artificial-intelligence-for-hr-use-ai-to-support-and-develop-a-successful-workforce-pdf</a>

**MOOCs:**

<b>Sr.No.</b>	<b>Website address</b>
1	<a href="https://www.upgrad.com/machine-learning-ai-pgd-iiitb/?utm_source=GOOGLE&amp;utm_medium=NBSEARCH&amp;utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_DV_IIITB_EML_HIT_ROI&amp;utm_content=AI_ML_Courses&amp;utm_term=learn%20ai%20ml&amp;gclid=Cj0">https://www.upgrad.com/machine-learning-ai-pgd-iiitb/?utm_source=GOOGLE&amp;utm_medium=NBSEARCH&amp;utm_campaign=IND_ACQ_WEB_GOOGLE_NBSEARCH_DV_IIITB_EML_HIT_ROI&amp;utm_content=AI_ML_Courses&amp;utm_term=learn%20ai%20ml&amp;gclid=Cj0</a>
2	<a href="https://sl-onlinetraining.wharton.upenn.edu/ai-program-for-decision-making?utm_source=google&amp;utm_medium=cpc&amp;utm_te">https://sl-onlinetraining.wharton.upenn.edu/ai-program-for-decision-making?utm_source=google&amp;utm_medium=cpc&amp;utm_te</a>
3	<a href="https://oorwin.com/?gclid=CjwKCAjw4ayUBhA4EiwATWYBrsEQOBcPrck68Oikzz-4Q3I-56snJqzHPdkpBNuOCpLi8aoI3mewRoC7r8QAvD_BwE">https://oorwin.com/?gclid=CjwKCAjw4ayUBhA4EiwATWYBrsEQOBcPrck68Oikzz-4Q3I-56snJqzHPdkpBNuOCpLi8aoI3mewRoC7r8QAvD_BwE</a>

Programme:MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	CourseCode	Course	
III	307 Open	Indian Culture	
Type	Credits	Evaluation	Ma
Open	2	IE	IE = 100
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>To study stage wise development of Civilization</li> <li>To understand morals and ethics and cultural development laying foundation for progression of cultural history.</li> <li>To understand Pre – and proto – historic cultures.</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>Understanding Religious movements in the sixth and fifth centuries.</li> <li>Understanding Evolution of Indian society.</li> <li>Understanding Indian polity and Economic life.</li> </ul>			
Unit	Contents		Sessions
1	<b>Meaning and process of culture;</b> Sources – Acrhaeology, Literature. Elements of Culture, concept of Indianness and value system. Relation between culture and civilization		4
2	<b>Historiography and approaches to the study of Indian Culture–</b> Stereotypes, Objectivity and Bias, Imperialist, Nationalist, Marxist and Subaltern. Heritage of India and world’s debt to Indian Culture.		5
3	<b>Pre – and proto – historic cultures-</b> Indus Civilization – Origin, extent, date, art, architecture, religion, society, economy. Stone age cultures, Protohistoric cultures, Harappan Culture, Vedic culture, Mauryan period, Gupta period, Early Medieval Period, Sultanate Period, Mughal Period.		6
4	<b>Religious movements in the sixth and fifth centuries:</b> Buddhism and Jainism; Social and economic changes; Impact of Persian and Greek invasions; Role of Mauryan empire in Indian cultural unification; Asoka – his edicts and Dhamma; Mauryan art, polity and economy; Sangam age – Society and economy.		5
5	<b>Evolution of Indian society-</b> Varnasrama Dharma; Caste system, Asramas, Purushartas, Samsakaras, family, education, position of women, Parda system, Sati, slavery, untouchability, Festivals and pastimes; Legal Institutions sources of Hindu Law, Proprietary rights, succession, judicial procedure, attempts at social reforms in medieval and modern times		6
6	<b>Indian polity and Economic life –</b> nature of State, kingship, republics, and local self – government, inter State relations; taxation; Economic life – argiculture, trade, commerce, industries, guilds, urbanisation, towns and cities.		4

#### ReferenceBooks:

Sr. No.	Name of the Author	Titleof the Book	Year Edition	Publisher Company
1	J.L.Mehta, Sarita mehta	History of Ancient India	2012	

2	Shastri K. A. Nilakanth	History of India Part I – Ancient India		
3	R.C.Majumdar, H.C. Raychaudhari, Kalikinkar	An Advanced History of India	2020	
4	Kosambi D. D.	The culture and civilization of ancient India	1975	
5	Kosambi D. D.	An introduction to study of Indian History 1975	1975	
6	Sharma R. S.	Aspect of political ideas and institution in ancient India	1959	

#### OnlineResources:

Online ResourcesNo	Websiteaddress
1	<a href="https://www.researchgate.net/publication/339726396_A_Brief_History_of_India">https://www.researchgate.net/publication/339726396_A_Brief_History_of_India</a>
2	<a href="https://www.pdfdrive.com/indian-history-books.html">https://www.pdfdrive.com/indian-history-books.html</a>

#### MOOCs:

Resources No	Web site address
1	<a href="https://www.edx.org/course/natural-disasters">https://www.edx.org/course/natural-disasters</a>
2	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>
3	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
4	<a href="https://nptel.ac.in/">https://nptel.ac.in/</a>

# **SEMESTER – III SPECIALIZATIONS**

### Elective - Marketing Management

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>MK01</b>	<b>Consumer Behavior</b>	
Type	Credits	Evaluation	Marks
Elective	3	CES	UE:IE =50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To understand the importance Consumer Behavior in the field of Marketing</li> <li>To study the environmental influences on the Consumer Behavior.</li> <li>To know the consumer and organizational buying decision making process.</li> <li>To study consumer research and its utility in Marketing Decision Making.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>Gain a sound understanding of Consumers’ Behaviour in the market-place and the concepts related to it.</li> <li>Analyze the business environment and understand its influence on the consumers’ behavior.</li> <li>Identify new market segments.</li> <li>Understand the nitty-gritties of consumer and organizational buying decision process.</li> <li>Apply the knowledge of consumer behavior in devising marketing strategies, changing consumers’ attitudes etc.</li> <li>Discuss the scope and managerial importance of consumer research and its role in designing marketing strategies.</li> </ul>			
<b>Unit:</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction:</b> Introduction: Meaning and definition of consumer behaviour. Importance of consumer behaviour study in the field of marketing, buying roles in consumer behavior- initiator, influencer, gatekeeper, decider, buyer and user.		5

2	<p><b>Individual Determinants of Consumer Behavior:</b></p> <p>Consumer Needs- Meaning of Consumer Needs, Maslow's Hierarchy of Needs.</p> <p>Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation. Involvement – Meaning and Types of Involvement, Measures of Involvement.</p> <p>Personality and Self-concept–Meaning of Personality, Nature of Personality.</p> <p>Self-concept – Meaning of Self-concept, Components of Self-concept.</p> <p>Perception, Learning– Meaning of Perception, Elements of Perception.</p> <p>Learning -Behavioral learning theories – Theory of classical conditioning – three basic concepts emerged out of this theory: repetition, stimulus generalization, stimulus discrimination, implications of classical conditioning theory for the marketers.</p> <p>Theory of operant or instrumental conditioning: Types of reinforcement- positive and negative</p> <p>Consumer attitude–meaning of attitude, characteristics of attitude and strategies for bringing in attitudinal change.</p>	8
3	<p><b>External Determinants of Consumer Behavior:</b> Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior.</p>	7
4	<p><b>Consumer Buying Decision Making Process:</b></p> <p>Need recognition, Information Search, Evaluation of alternatives, Purchase decision and Post Purchase behavior.</p> <p>Consumer Behavior Models: Howard Sheth Model, Engel-Kollat-Blackwell Model and Nicosia Model</p> <p>Organizational Buying Decision Process, Difference between organizational buying decision making process and consumer buying decision making process.</p>	8
5	<p><b>Diffusion of Innovation:</b></p> <p>Meaning of Diffusion of Innovation, Diffusion of Innovation Process, Meaning of Adoption of Innovation, Adoption of Innovation Process, Adopter categories Importance of Adoption and Diffusion of Innovation in Consumer Behavior.</p>	12
6	<p>Consumer research process – developing research objectives, collecting secondary data, designing primary research</p>	5

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. S.L. Gupta & Sumitra Pal	Consumer Behavior: An Indian Perspective Text & Cases	2 <sup>nd</sup> Edition 2014	Sultan Chand & Sons, New Delhi.

2 – National	Suja R. Nair	Consumer Behavior in Indian Perspective Text with Cases	2 <sup>nd</sup> Edition 2015	Himalaya Publishing House.
3 – National	Michael D. Hutt & Thomas W. Speh	Business Marketing Management: B2B	12 <sup>th</sup> Edition 2016	South-Western Publication.
4 – International	Blackwell, Miniard, Engel & Rehman	Consumer Behavior India Edition	10 <sup>th</sup> Edition 2017	Cengage Learning.



5 – International	Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar	Consumer Behavior	12 <sup>th</sup> Edition 2018	Pearson.
6 – International	David L. Loudon & Albert J. Della Bitta	Consumer Behavior: Concept and Applications	4 <sup>th</sup> Edition 2001	McGraw Hill Inc.

#### Online Resources:

Online Resources No.	Web site address
1	<a href="https://onlinelibrary.wiley.com/journal/14791838">https://onlinelibrary.wiley.com/journal/14791838</a>
2	<a href="https://www.westburn-publishers.com/journals/customer-b...">https://www.westburn-publishers.com/journals/customer-b...</a>
3	<a href="https://www.tandfonline.com/doi/ful">https://www.tandfonline.com/doi/ful</a>
4	<a href="http://www.mheducation.com/hoghered/category.10366">www.mheducation.com/hoghered/category.10366</a>
5	<a href="https://books.google.co.in/books/consumer+behaviour">https://books.google.co.in/books/consumer behaviour</a>

#### MOOCs:

Resources No.	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/imb19_mg20/preview">https://onlinecourses.swayam2.ac.in/imb19_mg20/preview</a>
2	<a href="https://onlinecourses.nptel.ac.in/noc20_mg14/preview">https://onlinecourses.nptel.ac.in/noc20_mg14/preview</a>
3	<a href="https://www.mooc-list.com/tags/consumer-behaviour">https://www.mooc-list.com/tags/consumer-behaviour</a>
4	<a href="https://alison.com/humanities/psychology+courses/consumer+behaviour">https://alison.com/humanities/psychology courses/consumer behaviour</a>
5	<a href="https://www.tandfonline.com/doi/full">https://www.tandfonline.com/doi/full</a>

## Elective - Marketing Management

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
<b>III</b>	<b>MK02</b>	<b>Services Marketing</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To provide in-depth insight in managing and delivering of quality services</li> <li>• To create awareness about the services sector, the challenges and opportunities therein.</li> <li>• To understand the need and importance of people, process and physical evidence in Services Marketing Mix.</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• Understand the challenges and opportunities involved in services sector.</li> <li>• Understand the aspects of developing new services, promoting the services and making it available in a convenient manner.</li> </ul>			
Unit:	Contents		Sessions
1	Introduction to Services: Meaning, Goods Vs Services, Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services; Growth of Service Sector in India, Factors responsible for growth of service sector in India.		8
2	Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Levels of service product, the Flower of Service, Service Blueprint-the concept, components of service blueprint, Steps involved in preparing service blueprint, Stages in new service product development, Service Life Cycle Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing		11
3	People: role of service employees in a service business, Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees Physical evidence: Nature, Importance of physical evidence in services; Service scope. Process: Service as a process & as a system– Strategies for managing inconsistency –Customers as ‘co-producers’ of services; Self Service Technologies		5
4	Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery.		4

5	Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL	10
6	Managing the demand and supply of services: patterns and determinants of demand, strategies for managing the demand, managing the capacity- capacity planning – waiting line strategies, inventorying the demand through reservations.	07

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Valarie A Zeithaml, Dwayne D. Gremler, Mary Jo Bitner and Ajay Pandit	Services Marketing	4 <sup>th</sup> Edition	Tata McGraw Hill Publications
2 – National	K Ram Mohan Rao	Services Marketing	2 <sup>nd</sup> Edition	Pearson Education
4 – International	Chrostopher Lovlock, Jayanta Chatterjee	Services Marketing	7 <sup>th</sup> Edition	Pearson Education

### Online Resources:

Online Resources No.	Web site address
1	<a href="https://onlinelibrary.wiley.com/journal/14791838">https://onlinelibrary.wiley.com/journal/14791838</a>
2	<a href="https://www.tandfonline.com/doi/full">https://www.tandfonline.com/doi/full</a>
3	<a href="http://www.mheducation.com/hoghered/category.10366">www.mheducation.com/hoghered/category.10366</a>

### MOOCs:

Resources No.	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/imb19_mg20/preview">https://onlinecourses.swayam2.ac.in/imb19_mg20/preview</a>
2	<a href="https://onlinecourses.nptel.ac.in/noc20_mg14/preview">https://onlinecourses.nptel.ac.in/noc20_mg14/preview</a>
3	<a href="https://www.tandfonline.com/doi/full">https://www.tandfonline.com/doi/full</a>

## Elective –Financial Management

Course : MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	FM01	Investment Analysis and Portfolio Management	
Type	Credits	Evaluation	Marks
Elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment.</li> <li>• To explain the concept of Mutual Funds and derivatives and how to evaluate them.</li> <li>• To explain the concept and applications of fundamental analysis and technical analysis for stock investments.</li> <li>• To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations.</li> <li>• To explain the calculation of the risk and return for securities and for portfolios.</li> <li>• To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Understand the risk and return relationship and various investment alternatives available in India.</li> <li>• Comprehend the concept of Mutual Funds and derivatives and how to evaluate them.</li> <li>• Understand how to use fundamental analysis and technical analysis for stock investments.</li> <li>• Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations.</li> <li>• Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios.</li> <li>• Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments.</li> </ul>			
Unit	Contents		Sessions
1	Introduction: Meaning, objectives, Scope, and Constraints Process of Investment, Avenues of Investments, Concepts of risk and return with reference to Investment, basic principles of risk management, risks involved in Investment, Current scenario of Investment in India, Role of Securities Market in Indian economy		8
2	Mutual Fund and Derivatives: Basic concepts, Functioning and Objectives of Mutual Fund, Types of Mutual Fund Schemes, Analysis of MF, Performance Evaluation of MF Schemes using Sharpe, Treynor and Jensen_s Models, Basic concept and types of Derivatives, Developments in Derivative and MF market in India		7
3	Fundamental Analysis and Technical Analysis: Fundamental Analysis - Economic, Industry and Company analysis, Valuation of Equity and Preference shares, Technical Analysis - Concept, Importance and Limitations of Technical Analysis, Dow Theory, Technical Indicators and charts used in technical Analysis, Behavioral Finance and its impact on Investment decision making		8
4	Portfolio Management: Portfolio Meaning, Characteristics and Objectives,		7

	Process of Portfolio Management, Investment policy statement and asset allocation, Equity Management Strategies, Systematic Investment Plan (SIP), Analysis of Debt Instrument, Bond Management Strategies, preparation of Investment plans for Individuals in different stages of life cycles and different situations	
5	Calculation for risk and return for Security/Portfolio: Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation), Capital Asset Pricing Model and its application	8
6	Portfolio Theories: Efficient Market Hypothesis concepts and forms of EMH, Testing techniques of Weak Form, Random Walk Theory, High Frequency Trading and its impact on EMH, Arbitrage Pricing Theory, Efficient Frontier, Optimal Portfolio, Efficient Frontier and Investor Utility ,Indifference Curve	7

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 <sup>th</sup> Edition	Tata McGraw Hill, New Delhi
2 – National	I M Pandey	Financial Management	2010, , 10 <sup>th</sup> revised Edition	Vikas Publishing House
3 – National	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010, 17 <sup>th</sup> Edition.	S.Chand& Sons,
4 – International	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 <sup>th</sup> Edition	Cengage Learning
5 – International	<a href="#">E. Fischer Donald</a> , <a href="#">J. Jordan Ronald</a> , <a href="#">K. Pradhan Ashwini</a>	Security Analysis Portfolio Management	2018, 7 <sup>th</sup> edition.	Pearson Education,
6 – International	<a href="#">Eugene F. Brigham</a> , <a href="#">Michael C. Ehrhardt</a>	Financial Management :Theory and Practice	2017	Cengage Learning

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.moneycontrol.com">https://www.moneycontrol.com</a>
2	<a href="https://www.nseindia.com">https://www.nseindia.com</a>
3	<a href="https://www.sebi.gov.in">https://www.sebi.gov.in</a>
4	<a href="https://www.rbi.org.in">https://www.rbi.org.in</a>
5	<a href="https://www.investopedia.com">https://www.investopedia.com</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="https://swayam.gov.in">https://swayam.gov.in</a>
2	<a href="https://www.edx.org">https://www.edx.org</a>
3	<a href="https://alison.com/certificate-courses">https://alison.com/certificate-courses</a>

### Elective –Financial Management

Programme : MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
<b>III</b>	<b>FM02</b>	<b>Management of Financial Services</b>	
Type	Credits	Evaluation	Marks
Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>To give the students an insight into the principles, practices of the prominent Financial services and their functioning in the changing economic scenario.</li> <li>To make critical appraisal of the working of the specific financial Services in India.</li> <li>To brief the students about developments in financial services.</li> <li>To provide a judicious mixture of theory and business practices of the contemporary Indian financial services.</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>Understand the role and function of the Indian financial system , Financial Market and Various instruments of Financial Services.</li> <li>Demonstrate an awareness of the current structure and regulation of the Stock Exchange Mutual Fund Industry, Merchant Banking and Venture capital concept in Indian Context.</li> <li>Understand the concept of Rural Banking, Microfinance in Indian Financial service.</li> <li>Evaluate and create strategies to promote financial products and services.</li> </ul>			
Unit	Contents		Sessions
1	Introduction to Indian Financial System: Meaning and Functions of IFS, Development of Financial System in India, Weakness of Indian Financial Systems. Structure of Financial System-Financial Market, Financial Institutions /Intermediaries and Instruments. Financial Service : Meaning, Features of Financial Service, Classifications, Importance and Scope of Assets/Fund Based Services:- Hire purchase finance, Leasing , Factoring , Forfeiting, Loan Syndication, Consumer Credit, Challenges facing the financial services sector .		5
2	Financial Market Operations: Recent Development of Indian Capital and Money Market , Capital Market Operation: New Issue Market- Functions of New issue market, players of New issue market, Primary and Secondary market Operation, Procedure of (IPO), Book Building. Role of Capital market Intermediaries Recent cases of IPO’s in India. Money Market Operation: features and objective of money market, Recent Developments, Composition of Money Market. Stock Market Operations: Stock Exchange functions in India, Listing of securities-Stock Indices in India- SENSEX and NIFTY - BSE&NSE		6
3	Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities, Merchant Banking: Origin, Nature and scope of merchant banking , Role of Merchant Banker, types of Merchant banking services, Project Counseling , Pre-issue and Post –Issue Management ,Progress of Merchant banking in India, guidelines for merchant bankers issued by SEBI. Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for		10

	Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights & facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India	
4	Venture Capital: Venture capital: Origin, concept, features, Advantages and Limitations, Stages in venture capital financing, Venture capital Guidelines- Methods of venture financing. Case studies of Venture capitalist companies	6
5	Credit Rating and Securitization: Credit Rating: Introduction, Meaning, functions of credit rating agencies, Major Players in credit rating agencies in India, Debt Rating System of CRISIL, ICRA and CARE. Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization	5
6	Rural Banking and Microfinance: -Financing Rural Development: Functions and policies of RBI and NABARD; Rural Credit Institutions-Role and function, Regulation of Rural Financial Services. Microfinance: Origin, Meaning and Concept, advantages and Limitations, Micro credit, micro insurance scheme, SHGs/NGOs, linkages with banking, Role and Functions of Linkage banks towards development of Microfinance Industry in India.	4

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	E-Gordon, K Natarajan	Financial Markets and Services	Revised 6 <sup>th</sup> Edition 2010	Himalaya Publishing House
2 – National	M.Y.Khan	Financial Services,.	2010	Tata McGraw Hill
3-National	<u>Bharati V. Pathak</u>	The Indian Financial System: Markets, Institutions and Services	2010	Tata McGraw Hill
5 –National	Ramesh Babu	Indian Financial System	2011	
6 –National	G.S. Batra	Financial Service New Innovation	2015	ND publication
7–National	<u>Gurusamy</u>	Financial Services	2009	Tata McGraw-Hill Education, 2009

<b>Journals :</b>	
1	Indian Journal of Finance
2	ICFAI Journal of Applied Economics
3	ICFAI Journal of Emerging Market Finance
4	Journal of Financial Research



**Online Resources:**

<b>Online Resources No</b>	<b>Web site address</b>
1	corporatefinanceinstitute.com
2	<a href="https://www.pdfdrive.com/banking-and-indian-financial-systems">https://www.pdfdrive.com/banking-and-indian-financial-systems</a>
3	<a href="https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions">https://www.pdfdrive.com/indian-financial-system-and-management-of-financial-institutions</a>
4	<a href="https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management-">https://www.pdfdrive.com/capital-markets-financial-management-and-investment-management-</a>
5	<a href="https://www.google.co.in/books/edition/The_Indian_Financial_System_Market_s_Inst">https://www.google.co.in/books/edition/The Indian Financial System Market s_Inst</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="#">FinTech and the Transformation in Financial Services (Coursera)</a>
2	<a href="http://ugcmoocs.inflibnet.ac.in/Subject : Indian Financial Markets and Services (26)">http://ugcmoocs.inflibnet.ac.in/Subject : Indian Financial Markets and Services (26)</a>
3	<a href="https://www.edx.org/course/financial-development-and-financial-inclusion">https://www.edx.org/course/financial-development-and-financial-inclusion</a>
4	<a href="https://www.coursera.org/specializations/digital-transformation-financial-services">https://www.coursera.org/specializations/digital-transformation-financial-services</a>

### Elective – Human Resource Management -

Progeamme : MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HR(E) 01	Employee Relations and Labour Welfare	
Type	Credits	Evaluation	Marks
Core Elective	3	IE:UE	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To clarify the concept of employee relationship management</li> <li>• To explain the components occupational health and safety</li> <li>• To define collective bargaining and worker’s participation</li> <li>• To discuss labour welfare provisions</li> <li>• To elaborate functions and contribution of to International Labour Organisation</li> <li>• To understand the provision in Cooperative Societies Act</li> </ul>			
<b>Learning Outcomes:</b>			
<p>After completion of course, student will able to</p> <ul style="list-style-type: none"> <li>• Explain concepts related to employee relationship management</li> <li>• Explain components of occupational health and safety.</li> <li>• Contribute in collective bargaining process</li> <li>• Handle the issues related to labour welfare</li> <li>• Explain the functions of ILO</li> <li>• Elucidate the provisions in The Co-Operative Societies Act</li> </ul>			
Unit	Contents		Sessions
1	An introduction to labour management Relations—The structure and functions of IR—Parties to IR-State, Trade Unions and Employers—Role of Government-Judiciary and Employee Relations—Factors Affecting Employee –relations Strategy—Role of HRM.		8
2	Concept and importance of occupational Health and safety in Industry.— Public Policy of occupational Health and safety.—Safety management legislations—Accident prevention and investigation—Ergonomics—Safety training and workers compensation claims management.		8
3	Collective Bargaining and Worker’s Participation- Meaning and Importance of collective Bargaining—the process of collective bargaining—Current issues in collective bargaining Meaning, concepts and objectives of worker’s participation—Types , growth and development of workers participation Management in Indian Context.— Workers Participation Management in Global context. History of collective bargaining		7
4	Labour Welfare: Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer,		8
5	The Role Of International Labour Organisation: Constitution and important resolutions and conventions, Contribution of ILO to Labour Welfare. Workers Education in India,		5
6	The Co-Operative Societies Act: Formation and functions of various co-operative societies such as credit, Housing ,Transport, Canteen etc., NGOs and involvement of NGOs in Welfare. Corporate Social Responsibility: Corporate Governance, Up-liftment of members of employee’s families		9

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Addition	Publisher Company	
National	C.B.Mamoria	Dynamics of Industrial Relations	2019	Himalaya	
National	C.S.VenkataRatnam, Dhal	Industrial Relations ;	2017	Oxford press	
International	Paul Blyton.	Dynamics of Employee Relations ;	2007	Red Globe press	
National	V. P. Michael.	Industrial Relations;	2001	Himalaya	

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.managementstudyguide.com/employee-relationship-management.htm">https://www.managementstudyguide.com/employee-relationship-management.htm</a>
2	<a href="https://www.britannica.com/topic/collective-bargaining">https://www.britannica.com/topic/collective-bargaining</a>
3	<a href="https://www.yourarticlelibrary.com/management/workers-participation-in-management-definition-characteristics-and-objectives/35395">https://www.yourarticlelibrary.com/management/workers-participation-in-management-definition-characteristics-and-objectives/35395</a>
4	<a href="https://www.businessmanagementideas.com/industries/labour-welfare-meaning-and-its-importance-industries/6292">https://www.businessmanagementideas.com/industries/labour-welfare-meaning-and-its-importance-industries/6292</a>
5	<a href="https://www.ilo.org/global/publications/lang--en/index.htm">https://www.ilo.org/global/publications/lang--en/index.htm</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://collegedunia.com/courses/diploma-in-labour-laws-and-labour-welfare">https://collegedunia.com/courses/diploma-in-labour-laws-and-labour-welfare</a>
2	<a href="https://www.coursera.org/courses?query=hr">https://www.coursera.org/courses?query=hr</a>
3	<a href="https://alison.com/courses/diploma-in-human-resources/content/scorm/2491/module-11-employee-relations">https://alison.com/courses/diploma-in-human-resources/content/scorm/2491/module-11-employee-relations</a>

### Elective – Human Resource Management

Programme : MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HR(E) 02	HRD Instruments	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• Understanding the usage of assessment centre</li> <li>• Appraise the techniques of personality assessment</li> <li>• Formulating the assessment centre for organizational development</li> <li>• Understanding HRD instruments</li> <li>• comparing and applying various methods of test and instruments</li> <li>• Determining the use of organizational culture profile</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Describe usage of assessment centre applying the techniques for personality assessment</li> <li>• Identify the usage of assessment centre for organizational development</li> <li>• Explain the HRD instruments, distinguish different methods of test and instruments assess the organizational culture profile</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Assessment Centers</b> What is an Assessment Center, Definition, Key features, tracing the growth of assessment center, strategic use of assessment center technology		10
2	<b>Concept of Assessment</b> Why to assess, when to assess, What to assess, how to assess, methods and techniques of assessment.		10
3	<b>Application of assessment center method in organizational development</b> OD interventions, managers involvement, group skills improvement, management improvement, organizational improvement.		10
4	<b>Introduction of HRD Instrument</b> Difference between test and instrument, principles of test construction, reliability and validity of tests, ethical values, do_s and don_ts and limitations of test, advantages and disadvantages of instruments		10
5	<b>Tests for personal and interpersonal orientation and behavior</b> FIRO-B, PE Scale, Cattel_s 16 PF test, Transactional Analysis, Ego states, LOCO inventory, MBTI, Johari Window, Leadership style test, managerial style test, MAO-C consulting style, Spiro –C , Aptitude tests, Team Building tests, Clerical test/ Mechanical test, Finger Dexterity test, Thematic Appreciation test, They X and Y theory, Peter Senge_s Management game.		10
6	<b>Understanding the Organization's Atmosphere and culture</b> PE Scale, Power enhancer scale, Organizational climate, MAO-C, Organizational learning, OLD, Organizational atmosphere, MAO-S, Organizational culture – Profile.		10

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	UdaiPareek	Training Instruments for HRD		
2 – National	S.K. Bhatia	Training and Development – concept and practice		Sage Publications Pvt. Ltd.
3 – National	Radha Sharma	360-degree Feedback, Competency mapping and Assessment center		McGraw Hill.
4 – International	P. Jansen and F. de Jongh	Assessment Centers : A Practical Handbook		Wiley and Sons Ltd.
5 – International	Anne Anastasi and Susana Urbina	Psychological Testing		Pearson
6 – International	Margaret Dale and Paul les	Assessing Management Skills – a guide to competencies and evaluation techniques		

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://rrbexamportal.com/ALP/psychological-test">https://rrbexamportal.com/ALP/psychological-test</a>
2	<a href="https://www.123test.com/">https://www.123test.com/</a>
3	<a href="https://www.16personalities.com/free-personality-test">https://www.16personalities.com/free-personality-test</a>
4	<a href="https://bookboon.com/en/assessment-centres-ebook">https://bookboon.com/en/assessment-centres-ebook</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://www.edx.org/">https://www.edx.org/</a>
2	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://swayam.gov.in/nc_details/NPTEL">https://swayam.gov.in/nc_details/NPTEL</a>

### Elective – International Business

Programme : MBA (HR) CBCS - Revised Syllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	IB01	<b>Regulatory Aspects of International Business</b>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To enable the student to understand the international business transactions and legal compliances related to the smooth conduct of business.</li> <li>• To give background of legal framework of Cross border trade.</li> <li>• To make students aware of Regulatory framework and also keep abreast with latest cross border trade regulations</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>▪ The course will help students to understand the scenario of world trade and how regulations help the smooth conduct of trade processes.</li> <li>▪ The course will help students to know the various legal compliances and documentations in the cross border trade.</li> </ul>			
Unit	Contents		Sessions
1	International Business transactions – Nature of cross border trade, Need to govern the cross border trade, International Law, choice of Law, conflict of Laws, Legal & Regulatory aspects		10
2	Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines		10
3	Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement		10
4	Regulation of Monetary System, Period between wars, Breton Woods, Euro, Smithsonian Agreement, Snake in Tunnel, Plaza & Louvre Accord, Regulatory Arbitrage, Labuan Model, Currency Board		10
5	Indian scenario – Process of Regulation & Deregulation ,Exchange Control Manual, An Introduction to FEMA, FEDAI Role & Rules , UCPDC – ICC Publication URC – ICC Publication Important clauses & interpretation ,Customs & Baggage Rules – Sale of Goods Act, INCOTERMS		10
6	International Debt Crises, Herstst Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing		10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books	Name of the Author	Publishers
International	ICC Publication UCPDC -Uniform Customs and Practice for Documentary Credits	International Chamber of Commerce
International	Global Business Regulation by <a href="#">John Braithwaite</a>	Cambridge University Press (February 13, 2000)
International	Legal & Ethical Aspects of International	Wolters Kluwer Law & Business (February 27, 2014)

	Business (Aspen College) by <a href="#">Eric L. Richards</a>	
International	International Banking Legal and Regulatory Aspects(Diploma in International Banking and Finance) by Indian Institute of Banking and Finance, Mumbai 2007-2008	Publisher-Rajiv Beri from Macmillan India Ltd.
National	Regulatory requirements under FEMA 1999 Vol I FEDAI Publication	FEDAI Publications, Govt. of India
National	Foreign Trade Policy – R- Return XOS & BEF, FEDAI Publication	

### Online Resources:

Online Resources	Web site address
1	<a href="http://www.ipindia.nic.in/">http://www.ipindia.nic.in/</a>
2	<a href="https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf">https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf</a>
3	<a href="https://dgft.gov.in/CP/">https://dgft.gov.in/CP/</a>
4	<a href="https://www.fieo.org/">https://www.fieo.org/</a>
5	<a href="https://www.trademap.org/">https://www.trademap.org/</a>
6	<a href="https://msme.gov.in/know-about-msme">https://msme.gov.in/know-about-msme</a>
7.	<a href="https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/1hYsJqiKj8EC?hl=en&amp;gbpv=1&amp;dq=regulatory+aspects+of+international++business+books+indian+author&amp;printsec=frontcover">https://www.google.co.in/books/edition/International_Banking_Legal_Regulatory_A/1hYsJqiKj8EC?hl=en&amp;gbpv=1&amp;dq=regulatory+aspects+of+international++business+books+indian+author&amp;printsec=frontcover</a>

### MOOCs:

Resources No	Web site address
1	<a href="https://www.edx.org/learn/international-trade">https://www.edx.org/learn/international-trade</a>
2	<a href="https://www.openlearning.com/courses/GFML3073/">https://www.openlearning.com/courses/GFML3073/</a>

### Elective – International Business

Programme : MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	IB02	<b>Export Import Policies Procedures and Documentation</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To make students aware about the cross border trade procedures and practices in International Logistics</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>▪ The course will provide a clarity on the Import-Export cycle.</li> <li>▪ The course will help students to know the various compliances and documentations in the Import Export Process</li> <li>▪ The course will help students to know the logistic process and various agencies involved the export –import process.</li> </ul>			
Unit	Contents		Sessions
1	International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import		10
2	World’s Foreign Trade Scenario and Trade Composition, India’s Foreign Trade, Important Statutes/Acts/Policies for International Trade, Export Procedure step by step from registration to final shipment and post shipment.		10
3	Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.		10
4	Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading		10
5	International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.		10
6	Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization – Types and Dimensions, Linear Shipping Services\ <u>Project</u> –Students are supposed to select a product for export with the help of Product and Market selection techniques and need to explain each step involved in the export process from the registration stage to post shipment stage.		10

Student has to upgrade Knowledge by using below inputs:



**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1-National	Aseem Kumar	Export Import Management	2007	Excel Books
2-National	C. Rama Gopal	Export Import Procedure and Documentation	2019	New age International Publisher_s, New Delhi
3-National	W.K. Acharya and Jain K.S	Export Import Procedure and Documentation	2019	Himalaya Publishing House, Mumbai
4-National	CA Shiva Chaudhary	How to start Export Import Business	2018	Educreation Publishing

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.ipindia.nic.in/">http://www.ipindia.nic.in/</a>
2	<a href="https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf">https://udyamregistration.gov.in/docs/nic_2008_17apr09.pdf</a>
3	<a href="https://dgft.gov.in/CP/">https://dgft.gov.in/CP/</a>
4	<a href="https://www.fieo.org/">https://www.fieo.org/</a>
5	<a href="https://www.trademap.org/">https://www.trademap.org/</a>
6	<a href="https://msme.gov.in/know-about-msme">https://msme.gov.in/know-about-msme</a>

**MOOCs:**

Resources No	Web site address
1	<a href="http://niryatbandhu.iift.ac.in/exim/">http://niryatbandhu.iift.ac.in/exim/</a>
2	<a href="https://www.edx.org/learn/international-trade">https://www.edx.org/learn/international-trade</a>
3	<a href="https://www.openlearning.com/courses/GFML3073/">https://www.openlearning.com/courses/GFML3073/</a>

## Elective – Production and Operations Management

<b>Programme : MBA (HR) CBCS - Revised Syllabus – w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>PM01</b>	<b>Quality Management</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understand the Quality Management concept and principles and the various tools available to achieve Quality Management.</li> <li>• Provide a basic understanding of "widely-used" quality analysis tools and techniques. Create an awareness of the quality management problem-solving techniques currently in use.</li> <li>• Stressing upon the importance of the quality principles on the business performance.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.</li> <li>• Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.</li> <li>• Critically appraise the organizational, communication and teamwork requirements for effective quality management</li> <li>• Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.</li> </ul>			
Units	Contents		Sessions.
1	Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality		10
2	Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.		10
3	Control Charts for SQC :Statistical Quality Control (SQC). Control charts for variables such as X, R charts and control charts for attributes such as p-chart, np-chart, c-chart. Construction & use of the control charts.		10
4	Acceptance Sampling for SQC :Principle of acceptance sampling. Producer's and consumer's risk. Sampling plans –single, double & sequential. Sampling by attributes and variables.		10
5	Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.		10
6	Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kaizen.		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

<b>Reference Books (Publisher)</b>	<b>Name of the Author</b>	<b>Title of the Book</b>	<b>Year Edition</b>	<b>Publisher Company</b>
1 – National	Sundarrajan	Total Quality Management 3rd Edition		PEARSON INDIA
2 – National	P. I. Jain	Quality Control & Total Quality Management		Tata McGraw-Hill Education
3 – National	John Bank	The essence of Total Quality Management		Prentice Hall
4 – International	N. Logothetis	Managing for Total Quality		Prentice Hall; International Ed Edition
5 – International	Dale H Bester field	Quality Control		Pearson Education

**Online Resources:**

<b>Online Resources No</b>	<b>Web site address</b>
1	<a href="http://www.iso.org">www.iso.org</a>
2	<a href="http://www.bis.gov.in">www.bis.gov.in</a>
3	<a href="https://asq.org/quality-resources/total-quality-management">https://asq.org/quality-resources/total-quality-management</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.openlearning.com">www.openlearning.com</a>

## Elective – Production and Operations Management

Programme : MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
<b>III</b>	<b>PM02</b>	<b>Business Process Reengineering</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.</li> <li>• To introduce BPR as a change management tool.</li> <li>• To explore and master the fundamental principles of BPR.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• DEFINE the key terms associated with Business Process Reengineering.</li> <li>• EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.</li> <li>• APPLYING APPLY modeling tools for simple business processes</li> <li>• FORMULATE a working plan to establish a Business Process Reengineering team</li> <li>• EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.</li> <li>• IMAGINE ways to improve business or non-business processes.</li> </ul>			
Unit	Contents		Sessions
1	Introduction to business processes: Definition of business process, Dimension of business process, Common business processes in an organization, Definition of business process redesign, Definitions of various management-related terms, Business processes improvement		10
2	Introduction to Business Process Reengineering (BPR): Definition of business processes – Concept of BPR - Definition of business process redesign, BPR - Evolution, Definition, Need for reengineering, Benefits, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR, Myths about BPR , What reengineering isn't , BPR and other quality management concepts, BPR and ERP relation. BPR and Process Simplification, BPR and Continuous Improvement		10
3	Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering Criticality of IT in Business Process. Factors related to IT infrastructure		10
4	BPR & Information Technology: Introduction ,Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR ,Future role of IT in reengineering		10

5	BPR implementation methodology: Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, Key concepts of BPR, BPR methodology, Different phases of BPR, BPR model, BPR methodology selection guidelines, Common steps to be taken for BPR implementation	10
6	The Power of Habit in organizations, Planned changes in business re-engineering projects; Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management. Success factors of BPR: Reengineering success factors, Critical success factors of BPR,	10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	- Radhakrishnan, Balasubramanian	Business Process Reengineering		, PHI, Eastern Economy Edition, 2008
2 – National	- Jayaraman, Ganesh Natrajan and Rangaramanujan	Business Process Reengineering		MGH.
3 – National	- Dey,	Business Process Reengineering and Change Management		Biztantra.
4 – International	Harmon, P , Elsevier/Morgan	Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals,		Kaufmann Publishers.
5 – International	Walford, R.B.,	Business Process Implementation for IT Professionals and Managers,		Artech House.
6 – International	Hammer, M. and Champy, J,	Re-engineering the Corporation: A Manifesto for Business Revolution,		Harper Business

**Online Resources:**

<b>Online Resources No.</b>	<b>Web site address</b>
1	<a href="https://en.wikipedia.org/wiki/Business_process_re-engineering">https://en.wikipedia.org/wiki/Business_process_re-engineering</a>
2	<a href="https://searchcio.techtarget.com/definition/business-process-reengineering">https://searchcio.techtarget.com/definition/business-process-reengineering</a>
3	<a href="https://www.minit.io/blog/business-process-reengineering-examples#accept">https://www.minit.io/blog/business-process-reengineering-examples#accept</a>
4	<a href="https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/">https://www.cleverism.com/business-competitive-business-process-reengineering-bpr/</a>
5	<a href="https://www.sweetprocess.com/business-process-reengineering/#chapter-8">https://www.sweetprocess.com/business-process-reengineering/#chapter-8</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

## Elective – Information Technology Management

Programme : MBA (HR) CBCS Revised Syllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	IT01	System Analysis and Design	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	IE:UE:50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• Explain what systems are and how they are developed.</li> <li>• Identify and describe the phases of the systems development life cycle.</li> <li>• Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner.</li> <li>• Develop and evaluate system requirements.</li> <li>• Work effectively in a team environment.</li> <li>• Describe the role and responsibilities of the systems analyst in the development and management of systems.</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• Explain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems.</li> <li>• Use tools and techniques for process and data modeling.</li> <li>• Describe the role and responsibilities of the participants in information systems<sup>o</sup> development.</li> <li>• Develop a feasibility analysis of a proposed system.</li> <li>• Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal.</li> <li>• Explain the common ways projects fail and how to avoid these failures.</li> <li>• Implement various project management tools.</li> </ul>			
Units	Contents		Sessions
1	Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system		10
2	General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis		10
3	3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD		10
4	Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.		10
5	User Interface Design: Interface Design Dialogue, Strategies, Screen Management		10
6	Practical and case studies a) Hospital Management b) Hotel Management c) Library Management d) Inventory Management		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Awad	System Analysis and Design		
2 – National	Senn	System Analysis and Design:		
3 – National	Roger S. Pressman	Software Engineering a Practioner's Approach		

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.tutorialspoint.com/system-analysis-and-design/system-analysis-and-design-quick-guide.htm">https://www.tutorialspoint.com/system-analysis-and-design/system-analysis-and-design-quick-guide.htm</a>
2	<a href="https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388">https://www.yourarticlelibrary.com/management/mis-management/system-analysis-objectives-reasons-and-tools-mis/70388</a>

**MOOCs:**

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in



## Elective – Information Technology Management

Programme : MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	IT02	<b>Information System Security &amp; Audit</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• Describe the general framework for IT risks and control.</li> <li>• Identify the unique elements of computer environment and discuss how they affect the audit process.</li> <li>• Describe the security aspect and audit issues related to computer security.</li> <li>• To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems.</li> <li>• Understand the audit objectives and procedures used to test data management controls.</li> <li>• Discuss the stages in the SDLC</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Understand the difference between Security Metrics and Audits.</li> <li>• Knowledge on Vulnerability Management</li> <li>• Know the Information Security Audit Tasks, Reports and Post Auditing Actions</li> <li>• Understand Information Security Assessments</li> <li>• Examine the multiple layers of IS security in organizations.</li> <li>• Analyze the risk management approach to information assets' security with respect to operational and organizational goals.</li> <li>• Evaluate physical and logical security controls, and the automated approaches in IS security.</li> </ul>			
Unit	Contents		Sessions
1	<b>Information Systems Audit:</b> What is Information Systems (IS) Auditing? ,Need for control and audit of computers, Effects of computers on internal controls, Effects of computers on auditing, Foundations of Information Systems Auditing, Organizational Responsibilities( Executive management, Auditors, IT and Information security and General users) <b>Information system control :</b> Information system control techniques, categories of internal control, organizational controls, data processing environmental control, Business continuity planning control, user control, boundary control, input control, control over data		10
2	<b>Meaning of Risk,</b> Business risk, audit risk, security risk, and continuity risk. SEI risk statement (two things needed to express risk clearly) Components of risk: threat, vulnerability, exposure, impact, consequence Risk response options: manage, reduce, transfer, ignore, monitor Threat classes: natural, accidental and unintentional, intentional, political unrest, Threat agents, threat agent motives, Four basic steps to a risk assessment.		10
3	<b>Information security programs-</b> Relative importance of people, policy, and technology, Legal, Ethical and Professional Issues in Information Security Program foundation: policy, education, ownership, defined responsibilities Role of risk management in information security programs Information Security Management- Supporting role and purpose of: policy, training, culture, baselines, system acquisition and development, change management, configuration management, monitoring, personnel policies, assessments, metrics, and evaluation Incident response and basic steps: identification, containment, collection, recovery, analysis Cyber frauds, cyber attacks, impact of cyber frauds on enterprise, techniques to commit cyber frauds.		10

4	<b>Software / System Development Life Cycle-</b> Four basic steps in SDLC: analysis, development, testing, implementation General sense for SDLC risks , Differences between pre- and postimplementation audits Pre-implementation and Post-implementation: approaches, role of auditor, advantages, disadvantages ( in both phases)	10
5	<b>Evidence Collection-</b> Audit software, Code review, test data, and code comparison, Concurrent auditing techniques, Interview, questionnaires, and control flowcharts, Performance measurement tools. Evaluating Asset Safeguarding and Data Integrity Introduction, measures of asset safeguarding and data integrity, Nature of the global evaluation decision, Determinants of judgment performance, Audit technology to assist the evaluation decision, Cost-effectiveness considerations, Overview of the efficiency evaluation process, Performance indices, Workload models, System models, combining workload and system models, Overview of the effectiveness evaluation process, A model of Information System effectiveness, Evaluating system quality, Evaluating information quality, Evaluating perceived usefulness, Evaluating perceived ease of use, Evaluating computer self-efficacy, Evaluating Information System use, Evaluating individual impact, Evaluating Information System satisfaction, Evaluating organizational impact	10
6	<b>Audit planning</b> - Scope, objectives, Audits vs. assessments Need for business continuity management, Business Continuity policy and Planning, objectives Goals, plan, implementation, testing, Types of Back up, Disaster recovery plan, Audit of BCP and DRP New trends- cloud computing, security issues, mobile computing, BYOD(bring your own device) threats of BYOD, web 2.0, social media and network – social network threats , Green IT security service and challenges	10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Doug Dayton, Daug Dayton	-Information Technology Audit Handbookl,	(1997),	Prentice Hall, ISBN: 0136143148
2 – National	Ron Weber	Information Systems Control and Auditl,		Pearson Education Inc., Ninth Impression, 2013, ISBN 978-81-317-0472-1
3 – National	Richard E. Cascarino	Auditor's Guide to Information Systems Auditing		- 978-0-470-00989-5 Willey publication
4 – International	Frederick Gallegos, Sandra Allen-Senft, Daniel P. Manson (1999)	-Information Technology Control and Auditl		Auerbach Pub, ISBN: 0849399947
5 – International	James A. Hall	. -Information Systems Auditing and Assurance,l		South Western College Publishing, 1999.

6 – International	Michael E. Whitman and Herbert J. Mattord	Principles of Information Security,		-Thomson Course Technology, 3rd Ed., 2008.
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### Online Resources:

Online Resources No	Web site address
1	<a href="https://core.ac.uk/download/pdf/6673169.pdf">https://core.ac.uk/download/pdf/6673169.pdf</a>
2	<a href="https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm">https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_security_audit.htm</a>
3	<a href="https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework">https://www.isaca.org/resources/isaca-journal/issues/2016/volume-5/information-systems-security-audit-an-ontological-framework</a>
4	<a href="https://en.wikipedia.org/wiki/Information_security_audit">https://en.wikipedia.org/wiki/Information_security_audit</a>
5	<a href="https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html">https://www2.deloitte.com/me/en/pages/technology/solutions/it_audit_and_information_system_security_deloitte_montenegro_technology_services_solutions.html</a>

### MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

### Elective – Agribusiness Management

Programme : MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	AM01	Rural Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment</li> <li>• To familiarize the students with the basic concepts of Rural Marketing,</li> <li>• To make the students aware of nature of the Rural Consumer</li> <li>• To give insights of marketing of agricultural inputs and produce.</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• Understand the importance of Rural Markets</li> <li>• Sensitize to the needs and behavior of consumers and channels</li> <li>• Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making</li> <li>• Understand the Rural Market Segmentation and Rural Products</li> <li>• Expose the students to Rural Market Distribution and services</li> </ul>			
Unit	Contents		Sessions
1	Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption		10
2	Rural Marketing in India. Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India		10
3	Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning		10
4	Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.		10
5	Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy		10
6	Cases related to the topics covered under earlier units. Agribusiness marketing Project studies in your areas		10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan,	-Rural Marketing – Text and Cases		, Pearson education.
2 – National	C.S.G. Krishnamacharyulu &	-Cases in rural marketing an		Pearson education.

	Lalitha Ramakrishnan	integrated approachll.			
3 – National	Robert Chambers	-Rural Development: Putting the last first		Pearson education.	

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.economicdiscussion.net/marketing-management/rural-marketing-in-india/31957">https://www.economicdiscussion.net/marketing-management/rural-marketing-in-india/31957</a>
2	<a href="https://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf">https://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf</a>
3	<a href="https://theinvestorsbook.com/rural-marketing-strategy.html">https://theinvestorsbook.com/rural-marketing-strategy.html</a>

**MOOCs:**

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

### Elective – Agribusiness Management

<b>Programme : MBA (HR) CBCS - Revised Syllabus – w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>AM02</b>	<b>Supply Chain Management in Agribusiness</b>	
Type	Credits	Evaluation	Marks
Core elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• Understand the principles of supply chain management and its importance in business management.</li> <li>• Know the emerging practices, challenges and trends in supply chains.</li> <li>• Understand the Supply Chain Strategy</li> <li>• Understand the Logistics Management in Supply Chains</li> <li>• Understand the Information Technology for Supply Chain Management</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Understand the principles of supply chain management and its importance in business management.</li> <li>• Know the emerging practices, challenges and trends in supply chains.</li> <li>• Understand the Supply Chain Strategy</li> <li>• Understand the Logistics Management in Supply Chains</li> <li>• Understand the Information Technology for Supply Chain Management</li> </ul>			
Unit	Contents		Sessions
1	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.		10
2	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.		10
3	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory.		10
4	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; 28 Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.		10
5	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.		10
6	Food supply chain Networks, The advantages for supply chain members, Components of an Agri supply chain, Agri marketing and emergence of coordinated supply chains in India, Coordinated supply chains, Supply Chain Management in Horticulture, Value chain – Some Horticulture crops,		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Altekar R.V. 2006.	Supply Chain Management: Concepts and Cases		. Prentice Hall of India.	
2 – National	Monczka R, Trent R.&Handfield R.	. Purchasing and Supply Chain Management.		2002 Thomson Asia	
3 – National	. vanWeele AJ. 2000.	Purchasing and Supply Chain Management Analysis ,Planning and Practice		Vikas Publ. House	
4 – International	Fawcett, S., Ellram, L. and Ogden, J. (2007):	Supply Chain Management – From Vision to Implementation.		Pearson Prentice Hall, Upper Saddle River, NJ, USA.	
5 – International	Fischer, C. and Hartmann, M. (2010):	Agri-food Chain Relationships..		CAB International, UK and US.	

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.academia.edu/40734182/Principles_of_Agribusiness_Management">https://www.academia.edu/40734182/Principles_of_Agribusiness_Management</a>
2	<a href="https://en.wikipedia.org/wiki/Agribusiness">https://en.wikipedia.org/wiki/Agribusiness</a>
3	<a href="https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf">https://zalamsyah.files.wordpress.com/2018/02/6-agribusiness-management.pdf</a>
4	<a href="http://eagri.org/eagri50/AECO341/index.html">http://eagri.org/eagri50/AECO341/index.html</a>

**MOOCs:**

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

### Elective – Retail Management

Programme : MBA (HR) CBCS – Revised Sayllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	R01	Introduction to Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To familiarize the students with evolution and growth of Retailing, expectations of customers and</li> <li>• To study the importance of retailing in the current business scenario.</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Enable the students to gain knowledge on concepts, formats and managerial practices of retailing</li> <li>• Enable the students to gain skills on analysis and decision making in retailing management</li> <li>• Understand to the Product Categories, Types and Formats</li> <li>• Understand to the Retail Strategy</li> <li>• Understand to the Store Operation and Services</li> </ul>			
Unit	Contents		Sessions
1	Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.		10
2	Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,		10
3	The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.		10
4	4 Varsity of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.		10
5	Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing,		10
6	Case Studies in Retail Management		10

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Swapana Pradhan-	Retailing Management		
2 – National	Dravid Gilbert	- Retail Marketing		
3 – National	George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing		
4 – International	A. J. Lamba	The Art of Retailing		
5 – International	. Barry Berman, Joel R Evans	Retail Management; A Strategic Approach		



**Online Resources:**

<b>Online Resources No</b>	<b>Web site address</b>
1	<a href="https://www.businessmanagementideas.com/india/retailing/retailing-in-india-definition-nature-types-importance-examples-and-opportunities/18318">https://www.businessmanagementideas.com/india/retailing/retailing-in-india-definition-nature-types-importance-examples-and-opportunities/18318</a>
2	<a href="https://www.mbaknol.com/retail-management/retail-organization-and-classification-of-retail-units/">https://www.mbaknol.com/retail-management/retail-organization-and-classification-of-retail-units/</a>
3	<a href="http://164.100.47.193/Refinput/New_Reference_Notes/English/FDI_Sector.pdf">http://164.100.47.193/Refinput/New_Reference_Notes/English/FDI_Sector.pdf</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="http://mooc.org">mooc.org</a>
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

### Elective -Retail Management

Programme: MBA (HR) CBCS - Revised Syllabus – w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	R02	Retail Management and Franchising	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Understand the retail sector and the range of retail occupations.</li> <li>Describe the characteristics of the local retail environment</li> <li>Identify different retail occupations and the related skills, attributes and behaviours.</li> <li>State factors that influence customer expectations.</li> <li>Explain how a Point of Sale is used in retail.</li> </ul>			
Unit	Contents		Sessions
1	Introduction: Definition, Relationship between retailing & marketing, Customer Relationship Management for retail store, Features of retailing, retailing structure. Retailing & channels of distribution, place of retailing in channels of distribution, Structural dynamics, alternative ways of classifying, retail structure, essentials of successful retailing, non-store retailing.		10
2	Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.		5
3	Franchising: Introduction, meaning, Advantages & disadvantages of becoming a franchisee, Legal restrictions in franchising, types of franchises, elements of an ideal franchise programme, forms of franchise arrangement, Evaluating the franchise company, trends in franchising.		7
4	Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.		7
5	Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.		8
6	Consumerism & Ethics in Retailing: Introduction, Pressures for a company to be socially responsible, criticism of marketing activity, product misuse and safety issues, acceptability of social responsibility.		8

Student has to upgrade Knowledge by using below inputs:

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	David Gilbert	Retail Marketing Management		Pearson Education
2 –International	Andrew J. Newman & Peter Cullen	Retailing Environment & operations		Change learning
3 –International	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education
4 –National	Agarwal, Bansal, Yadav & Kumar	Retail Management, PragatiPrakashan		W.K. Road, Merut.

5-International	Barbara E.Kahn	The Shopping Revolution		Wharton School Press
6-International	John Stanley	Just About Everything a Retail Manager Needs to Know		Gray & Nash
7-National	Swapna Pradhan	Retailing Management	2011	Tata McGraw-Hill Education

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/">https://www.vectorconsulting.in/research-publications/consumer-industry-insights/leveraging-franchisees-for-profitable-growth-in-retail/</a>
2	<a href="https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/">https://courses.lumenlearning.com/clinton-marketing/chapter/reading-types-of-retailers/</a>
3	<a href="https://www.primaseller.com/knowledge-base/retail-store-management/">https://www.primaseller.com/knowledge-base/retail-store-management/</a>

#### MOOCs:

Resources No	Web site address
1	<a href="https://www.shortcoursesportal.com/disciplines/244/retail-management.html">https://www.shortcoursesportal.com/disciplines/244/retail-management.html</a>
2	<a href="https://onlinecourses.swayam2.ac.in/cec19_mg40/preview">https://onlinecourses.swayam2.ac.in/cec19_mg40/preview</a>

### Elective - Project Management

Programme: MBA (HR) CBCS - Revised Syllabus– w.e.f. - Year 2022– 23			
Semester	Course Code	Course Title	
<b>III</b>	<b>PR01</b>	<b>Project Risk Management</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register</li> <li>• To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure</li> <li>• To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools</li> <li>• To understand how to Utilize Technique to Design your Risk Response Strategies</li> <li>• To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Develop skills to help you enhance your skills on project risk management.</li> <li>• Help in identifying and measuring risks in project development and implementation,</li> <li>• Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations.</li> </ul>			
Unit:	Contents		Sessions
1	<b>Introduction to Risk Management</b> Difference between Risk and Issue Management, Definitions of Risk and Key Terms, Risk vs. Opportunities, Impact of Risk on Organizations, Internal Control and Risk Management, Maturity in Risk Culture, Risk Management Strategy, Perspectives – Strategic, Programme, Project, Operations, Risk Management Policy and Processes, Risk Management Responsibilities, Risk Management Templates for Risk Management, Strategy and Risk Register		5
2	<b>Risk Management Planning</b> Risk Management Planning Process, Inputs to Risk Planning, Techniques for Risk Planning, Tailoring the Risk Register, Tailoring the Probability Impact Matrix, Define Roles and Responsibilities, Develop Project Risk Management Plan		8
3	<b>Identify Risks</b> Risk Identification Process, Inputs to Risk Identification, Techniques in Risk Identification, Determine Project Risk and Opportunities, Using Expert Judgment and historical Data Analysis, Discuss SWOT, Taxonomy, Checklist, Delphi, Cause and Effect, Pareto analysis, Where to look for Project Risks, Risk Breakdown Structure, Common risks in Software Project		5
4	<b>Risk Analysis</b> Risk Analysis Process, Qualitative vs. Quantitative Risk Analysis, When to use Quantitative Risk Analysis, Inputs for Qualitative Risks Analysis, Determine Risk Probability and Impact, Risk Urgency Assessment, Categorize Risks, Update Risk Register, Quantifying with Expected Monetary Value, Decision Tree Analysis		5
5	<b>Planning Risk Responses</b> Risk Response planning process, Inputs for Risk response planning, Strategies for Negative Risks, Strategies for Positive Risks, Secondary Risks and Residual Risks, Assigning Risk Ownership and Responsibilities, Contingency Planning		8

6	<b>Monitoring and Controlling Risks</b> Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling Risk Reassessment, Risk Audits, Variance and Trend Analysis Documenting Risk Data for future projects, Managing Issues	5
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Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Tom Kendrick	Identifying and Managing Project Risk	3rd edition (16 April 2015)	AMACOM, United Kingdom
2 – International	Michel Crouhy	The Essentials of Risk Management	2nd Edition 2015	McGraw-Hill Education; 2nd edition, USA
3 – National	Yadav Manoj	101 Secrets of Project Risk Management	1st Edition 2016	Vitasta Publishing Pvt.Ltd
4 – National	P Gopalakrishnan & V E Ramamoorthy	Textbook of Project Management	1st Edition 2017	Laxmi Publications
5 – National	IIBF	Risk Management	2nd edition	Macmillan Publishers India Pvt. Ltd.;

**Online Resources:**

Online Resources No.	Web site address
1	<a href="https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb">https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/practice-standard-project-risk-management.pdf?v=1e0b5985-74af-4c57-963c-b91a9af6fecb</a>
2	<a href="https://www.edureka.co/blog/project-risk-management/">https://www.edureka.co/blog/project-risk-management/</a>
3	<a href="https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html">https://www.oreilly.com/library/view/pmp-project-management/9780470479582/9780470479582_monitor_and_control_risks.html</a>
4	<a href="https://projectriskcoach.com/identify-project-risks/">https://projectriskcoach.com/identify-project-risks/</a>
5	<a href="https://www.greycampus.com/opencampus/project-management-professional/risk-categories">https://www.greycampus.com/opencampus/project-management-professional/risk-categories</a>

**MOOCs:**

Resources No.	Web site address
1	<a href="https://onlinecourses.swayam2.ac.in/cec21_ge06/preview">https://onlinecourses.swayam2.ac.in/cec21_ge06/preview</a>
2	<a href="https://onlinecourses.swayam2.ac.in/nou21_ag10/preview">https://onlinecourses.swayam2.ac.in/nou21_ag10/preview</a>
3	<a href="https://onlinecourses.swayam2.ac.in/cec21_ge06/preview">https://onlinecourses.swayam2.ac.in/cec21_ge06/preview</a>

### Elective - Project Management

<b>Programme: MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022– 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>PR02</b>	<b>Microsoft Project 2010</b>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understand best in class templates</li> <li>• To schedule tasks effectively.</li> <li>• To collaborate with project partners with ease.</li> <li>• To understand how to get updates and stay current</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Understand the Microsoft Project 2010 Interface</li> <li>• Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists</li> <li>• Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review</li> </ul>			
<b>Unit:</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Best Practice Guidelines and Checklists on Project Scheduling</b> Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010		8
2	<b>Resolving Resource Workload Over Allocation</b> Determine Resource Workloads, Sharing Resources across Multiple Projects, Strategies for resolving Resource Workload over allocation, Level the Workload yourself, Let Microsoft Project level the Workload for you, Best practices on Workload Leveling		11
3	<b>Optimizing for Scope, Time, Cost and Resource</b> Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources		5
4	<b>Managing Multiple Projects</b> Project, Program and Portfolio Management Concepts, Combining Projects for Progress Review, Creating and Managing Sub Projects and Master Projects, Managing Project Task Dependencies, Sharing Resources amongst Projects		4
5	<b>Customizing and Sharing Objects</b> Customizing Project Objects, Sharing Objects between Projects, Using Project Templates		10
6	<b>Analyzing Projects</b> Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project		7

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Bonnie Biafore	Microsoft Project 2010: The Missing Manual	1 <sup>st</sup> Edition	O'Reilly Media, Inc.
2 – International	Nancy C. Muir	Project 2010 For Dummies	May 2010	For Dummies
3 – International	Robert Happy	Microsoft Project 2010 Project Management: Real World Skills for Certification and Beyond	1 <sup>st</sup> Edition	Sybex

**Online Resources:**

Online Resources No.	Web site address
1	<a href="http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf">http://cnaiman.com/PM/MIT-LabText/2013/microsoft-project-2013-step-by-step.pdf</a>
2	<a href="http://www.asciutto.com/project2010/Project2010_eBook.pdf">http://www.asciutto.com/project2010/Project2010_eBook.pdf</a>
3	<a href="https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf">https://www.uis.edu/informationtechnologyservices/wp-content/uploads/sites/106/2013/04/IntroductiontoProject2010.pdf</a>

**MOOCs:**

Resources No.	Web site address
1	<a href="https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/">https://www.my-mooc.com/en/mooc/managing-projects-microsoft-project-microsoft-cld213x/</a>
2	<a href="https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718">https://www.classcentral.com/course/edx-managing-projects-with-microsoft-project-6718</a>
3	<a href="https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba">https://www.coursera.org/lecture/uva-darden-project-management/supplemental-tutorial-getting-started-with-microsoft-project-ojHba</a>

### Elective - Business Analytics & Data Mining

Programme: MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022– 23			
Semester	CourseCode	CourseTi	
III	BA01	<b>Introduction to Business Analytics and Data Mining</b>	
Type	Credits	Evaluation	Mark
Core Elective	3	CE	UE:CA = 50 : 50
CourseObjectives:			
<ul style="list-style-type: none"> <li>• To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.</li> <li>• To become familiar with the processes needed to develop, report, and analyze business</li> </ul>			
LearningOutcomes:			
<ul style="list-style-type: none"> <li>• Make sound managerial decisions aimed at furthering the business interests of the company.</li> <li>• Identify, analyze and understand the problems faced by the company.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Business Analytics (BA):</b> Applications of Business Analytics in various fields, OLAP, Geographical Information system, Real time Business Intelligence Automated Decision support and Competitive Intelligence		07
2	<b>Visualization and Data Issues:</b> Introduction to Data Visualization, Organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification		08
3	<b>Introduction to Data Mining:</b> Introduction, Data mining process, data mining tools XL MINER.		07
4	<b>Applications of Business Analytics :</b> Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis		08
5	<b>Analytics I :</b> Loyalty Analytics Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics, Customer Segmentation, Cross- Sell or Up sell Models		08
6	<b>Analytics II :</b> Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics		07

#### ReferenceBooks:

Sr. No.	Name of the Author	Titleof the Book	YearAddition	Publisher Company
1	PurbaHaladyRao	Business Analytics – an application focus	2013	PHI Learning
2	Tanushree Banerjee ArindamBannerjea	Business Analytics – Text and Cases	2019	SAGE Publications
3	Essentials of Business Analytics	BhimasankaramPochiraju, Sridhar Seshadri	2018	Springer



4	Gert H.N. Laursen, JesperThorland	Business Analytics for Managers	2010	Wiley and SAS
5	Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey	Business Analytics- Principles, Concepts and Applications	2014	Pearson
6	Jay Liebowitz	Business Analytics: An Introduction	2013	CRC Press, Taylor and Francis

#### OnlineResources:

Online ResourcesNo	Websiteaddress
1	<a href="https://www.managementstudyguide.com/business-analytics.htm">https://www.managementstudyguide.com/business-analytics.htm</a>
2	<a href="https://www.academia.edu/35314419/Bernard_Marr_Key_Business_Analytics_">https://www.academia.edu/35314419/Bernard_Marr_Key_Business_Analytics_</a>
3	<a href="https://www.researchgate.net/publication/320685945_Understanding_the_Role_of_Business">https://www.researchgate.net/publication/320685945_Understanding_the_Role_of_Business</a>

#### MOOCs:

ResourcesNo	Websiteaddress
1	<a href="http://www.swayam.com">www.swayam.com</a>
2	<a href="https://www.coursera.org/specializations/business-analytics">https://www.coursera.org/specializations/business-analytics</a>
3	<a href="https://www.edx.org/course/people-management-3">https://www.edx.org/course/people-management-3</a>
4	<a href="https://www.edx.org/course/data-models-and-decisions-in-business-analytics">https://www.edx.org/course/data-models-and-decisions-in-business-analytics</a>

### Elective – Business Analytics & Data Mining

**Programme: MBA (HR) CBCS – Revised Syllabus – w.e.f. - Year 2022– 23**

Semester	CourseCode	Course	
<b>III</b>	<b>BA 02</b>	<b>Business Statistics and Analytics</b>	
Type	Credits	Evaluation	Ma
Core Elective	3	CES	UE:IA = 50 : 50
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>• Understand the different basic concept / fundamentals of business statistics.</li> <li>• Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance</li> <li>• Understand the concept of Probability and its usage in various business applications.</li> <li>• Understand the Hypothesis Testing concepts and use inferential statistics- t, F, Z Test and Chi Square Test</li> <li>• Understand the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics.</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>• Develop numerical ability to solve examples on various topics.</li> <li>• Have clear understanding of various statistical tools and their applications in Business.</li> <li>• Analyze the importance of Statistical Techniques in different functional areas of Management.</li> <li>• Apply Correlation and Regression Techniques in Business applications.</li> <li>• To apply the statistical techniques to small data sets for analysis and interpretation.</li> </ul>			
Unit	Contents		Sessions
1	<b>Diagrammatic and Graphical representation of data:</b> Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon , Frequency curve, Ogive curves		7
2	<b>Measures of Central Tendency :</b> Arithmetic mean, Median and Mode, examples on missing frequency, Examples on individual data, Discrete data and Grouped data, Positional averages - Quartiles, deciles and percentiles.		8
3	<b>Measures of Dispersion</b> – Range, Quartile deviation, Mean deviation, Standard Deviation, Variance, Coefficient of Variation. Applications in business and management, Skewness and Kurtosis		8
4	<b>Correlation analysis:</b> Correlation, Types of Correlation, Scatter diagram, Karl Pearson’s correlation coefficient, Properties of Karl Pearson’s correlation coefficient, Spearman’s Rank Correlation Coefficient.		8
5	<b>Regression analysis:</b> Regression lines, Regression coefficients. Business application		7
6	<b>Time series analysis:</b> Concept, Components of time series, Trend analysis: Least Square method, Moving average method		7

**ReferenceBooks:**

Sr.No.	Name of the Author	Titleof the Book	YearAdditio n	Publisher Company
1	S.P.Gupta	Business Statistics	2016	Himalaya Publishing House
2	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons

**OnlineResources:**

Online ResourcesNo	Websiteaddress
1	<a href="http://www.yourarticlelibrary.com">http://www.yourarticlelibrary.com</a>
2	<a href="https://en.wikipedia.org">https://en.wikipedia.org</a>
3	<a href="https://managementhelp.org">https://managementhelp.org</a>
4	<a href="https://www.cleverism.com">https://www.cleverism.com</a>
5	<a href="https://commercemates.com">https://commercemates.com</a>

**MOOCs:**

ResourcesNo	Websiteaddress
1	<a href="http://www.swayam.gov.in">www.swayam.gov.in</a>
2	<a href="http://www.udemy.com">www.udemy.com</a>
3	<a href="http://www.coursera.org">www.coursera.org</a>

### Elective – Event Management

<b>Programme: MBA (HR) CBCS – Revised Syllabus - w.e.f. - Year 2022 – 23</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>III</b>	<b>EM-01</b>	<b>Event Marketing</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• To help the students understand events market;</li> <li>• To enable them to acquaint with event marketing processes; and</li> <li>• To equip them with the necessary event marketing skills.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• The e purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction to Event Marketing: Nature, need and importance - Marketing for events -Special features of event marketing - Event marketing mix: Product, Price, Promotion, Distribution, Partnership, Physical Evidence, Packaging, Programming - Market Research.		8
2	Understanding the Event Market: Concept of market in events - Segmentation and targeting of the market for events - Positioning in events and the concept of Event Property -Repositioning of events.		8
3	Event Promotion: Trends and challenges - Marketing Communication: Image,Branding, Advertisement, Publicity, Public Relations - The Five _W’s of event marketing -Marketing equipments and tools.		8
4	Concept of Pricing in Events: Setting pricing objectives in tune with marketing and business strategies - Feedback from the market - Skills required for negotiating the best price -Assessment of internal systems and overheads - Understanding of the discounting techniques -Checklist for pricing of events		8
5	Marketing skills for Event Management: Creativity & Innovation - Self Motivation -Emergency Preparedness - Team Building, Networking, Leadership and Coordination.		8
6	Case Studies and Presentation		5

**Reference Books: -**

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Leonard H. Hoyle	Event Marketing: How to Successfully Promote Events		Festivals.
02	John Wiley and Sons	Conventions and Expositions	2002	New York
03	Gaur,	Event Marketing and Management	2003	Vikas Publishing House
04	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

**Online Resources:**

No	Web site address
1	<a href="https://www.cvent.com/en/blog/events/event-marketing-guide">https://www.cvent.com/en/blog/events/event-marketing-guide</a>
2	<a href="https://www.studocu.com/en-gb/document/aston-university/events-marketing/events-marketing-notes/7679123">https://www.studocu.com/en-gb/document/aston-university/events-marketing/events-marketing-notes/7679123</a>
3	<a href="http://managementstudyguide.com/lms/course/view.php?id=291">http://managementstudyguide.com/lms/course/view.php?id=291</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

## Elective – Event Management

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	EM-02	Event Risk Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• To aware need of risk management in event operations;</li> <li>• To know the fundamental issues and application of risk management in event; and</li> <li>• To understand the risk management models</li> </ul>			
<b>Learning Outcomes :</b>			
The e purpose of this course is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of special events.			
Unit	Contents		Sessions
1	Risk Management for Events: concept and scope of risk management in events – Nature of risk in different events - Role of risk management for meetings and events - Integration of risk management and event management - Risk and opportunity.		8
2	Risks in events: Emergencies and emergency preparedness - Critical issues for event safety - Outdoor events: Stage safety - Pyrotechnics, parades, and demonstrations.		8
3	Risk identification: Describe challenges in the risk identification process – Select suitable risk identification mechanisms - Identify event and associated risks - Risk analysis and methods of analysis - Alcoholism and drugs, crowd control, fire safety and emergency medical services, food and water safety, outdoor events.		8
4	Risk Mitigation – Process, tools, techniques – Risk mitigation - Practices, procedures, and safeguards associated with the identification - Analysis, response planning, and control of the risks surrounding events of all types - Administrative Safeguards – Early warning system.		8
5	Health and safety codes - Public health issues - Occupational health and safety – Legal issues, contracts, Duty care - Future of Event Risk Management – Relevant case studies.		8
6	Case Studies and Presentation		5

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Julia Rutherford Silvers	Risk Management for Meetings and Events	2007.	Butterworth Heinemann,

2	Peter E.Tarlow,	Event Risk Management and Safety	2002	Wiley
3	Gaur,	Event Marketing and Management	2003	Vikas Publishing House
4	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

**Online Resources:**

No	Web site address
1	<a href="https://library.olivet.edu/subject-guides/communication/comm325/docs/risk-management-event-planning.pdf">https://library.olivet.edu/subject-guides/communication/comm325/docs/risk-management-event-planning.pdf</a>
2	<a href="https://study.com/academy/lesson/risk-management-in-event-conference-planning.html">https://study.com/academy/lesson/risk-management-in-event-conference-planning.html</a>
3	<a href="https://www.slideshare.net/LinaKamarudin/event-risk-management">https://www.slideshare.net/LinaKamarudin/event-risk-management</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

### Elective – Hospitality Management

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HM-01	Food Service operation	
Type	Credit	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To understand Food service operation</li> <li>• To understand the role and responsibility of Food service management</li> <li>• 3) To understand and manage meal experience</li> <li>• To expose the concept of eating out</li> <li>• To study methods of purchasing food</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• Understand food service operations</li> <li>• Focus on role and responsibility of food service management</li> <li>• Learn to manage meal experience</li> <li>• Familiarize with the concept of eating out</li> <li>• Recognize the methods of purchasing food.</li> </ul>			
Unit	Contents		Sessions
1	Introduction to food service operation Origin of food service industry Commercial and non commercial Food service operation Subsidized and welfare catering establishments		5
2	Food and Beverage management , Responsibilities of food and Beverage management, Job description of food and Beverage manager, Constraints on food and beverage management – External- Government/ political, economic, social, technical and Internal – food and beverage, staff, control		5
3	Managing meal Experience- Factors/ Reasons for using food services- such as Social, business, convenience and time. Atmosphere of food service establishment, price and Menu.		5
4	Understanding eating out – Introduction , food and drink , variety in menu choice, level of service, price and value for menu , interior design, Atmosphere and mood , location and accessibility , food service employees.		5
5	Food service establishments- Fine dining, Bars, night clubs and pubs, Fast food establishments – Financial policy, Marketing policy, product and service style, staffing and technology		5
6	Food Menu- Introduction, type of menu, Table d' hote, A la carte, Banqueting menu, cyclic menu .		5

#### Reference book-

Sr. no	Name of Author	Title of the book	Year / edition	Published
1	Bernard Davis, Andrew lockwood, Ioannis Pantelieds , Peter Alcot	Food and Beverage Management	Fourth edition	Butterworth-Heinemann



2	John Cousins , Dennis Lillicrap, Suzanne Weekes	Food and beverage Service	Ninth Edition	Hodder Education
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**Online Resources:**

No	Web site address
1	<a href="https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beverage-manager">https://www.greatsampleresume.com/job-responsibilities/food-service/food-and-beverage-manager</a>
2	<a href="https://study.com/academy/lesson/food-service-industry-definition-history.html">https://study.com/academy/lesson/food-service-industry-definition-history.html</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

## Elective – Hospitality Management

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	Course Code	Course Title	
III	HM-02	Tour Operations Management (TOM)	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives :			
<ul style="list-style-type: none"> <li>Knowledge of the tour operations industry</li> <li>Knowledge and skills of tour operators' products</li> <li>Knowledge and skills essential in the administration and management of tour operations as a business</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>Knowledge and skills of tourism operations industry</li> <li>Understanding legal aspects in tour and travel operations.</li> </ul>			
Unit	Contents		Sessions
1	Emergence of Travel Intermediaries - Indian travel agents and tour operators: an overview –differentiation & inter-relationship of TA/TO - Present business trends and future prospects, problems and issues.		8
2	Setting up tour operation business: Product Knowledge – Managing linkages with service suppliers - Itinerary preparation – Costing a tour package – Planning and scheduling pick-ups and transfers.		8
3	Developing and managing linkages with Principal Suppliers – Managing recruitment and trained manpower – Operations department: Inbound & Outbound – Marketing of tour packages..		8
4	Selling Tourism services through Distribution Chains – Logistics in Tour Operations – Managing Distribution System in Tourism Operation Management.		8
5	Managerial Responsibilities - Managing Escort Services – Use of Technology – Promotional issues – Marketing communications – Public Relations.		8
6	Case Studies and Presentation		5

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Chunk, James, Dexter &Boberg	Professional Travel Agency Management		
02	Fay Betsy	Essentials of Tour Management		
03	Mohinder Chand	Travel Agency Management		

04	Negi J.M	Travel Agency and Tour Operation		
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**Online Resources:**

No	Web site address
1	<a href="https://www.uou.ac.in/sites/default/files/slm/BTTM-202.pdf">https://www.uou.ac.in/sites/default/files/slm/BTTM-202.pdf</a>
2	<a href="http://cbseacademic.nic.in/web_material/Curriculum/Vocational/2018/Tourism/XII/Travel%20Agency%20and%20Tour%20Operations%20Business%20XII.pdf">http://cbseacademic.nic.in/web_material/Curriculum/Vocational/2018/Tourism/XII/Travel%20Agency%20and%20Tour%20Operations%20Business%20XII.pdf</a>

**MOOCs:**

Resources No	Web site address
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

### Elective – Sports Management

<b>Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23</b>			
Semester	CourseCode	Course Title	
<b>III</b>	<b>SM-01</b>	<b>Sports Marketing</b>	
Type	Credits	Evaluation	Marks
Core Elective	03	UE : IE	50:50
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>• The evolution of sports marketing into a global business Identifying, and assessing the role of sports in marketing and professional sports</li> <li>• Identifying the changing role of the consumer Developing an awareness of the role of sponsorship</li> <li>• Taking strategic and the operational decisions.</li> <li>• Understanding the importance of athletes as Brands</li> <li>• Identifying the ethical challenges associated with the application of the marketing programs</li> <li>• Understanding the basic contents and structure of a sports marketing plan</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>• Understand the sports marketing environment and trends influencing marketers.</li> <li>• Evaluate sports sponsorship decisions</li> <li>• Understand the process and structure in sporting events</li> </ul>			
Unit	Contents		Sessions
1	Sports marketing Definition – Marketing Myopia in Sport – Uniqueness of Sports Marketing – Model of the Sports Industry – Implementation of Sports Marketing Programme.		7
2	Perspectives in Sports Consumer Behavior: Environmental Factors – Individual Factors – Decision Making for Sports Involvement – Role of Research in Sports Marketing: Types of Primary Market Research – Common Problems in Sports Marketing research.		8
3	The Sports Product: Its Core and Extensions – Key Issues in Sports Product Strategy – Managing Sports Brands: Benefits and Development of Brand Equity – Sales: Definition – Typical Sales Approaches Used in Sports – Selling Sports to the community.		8
4	Pricing Strategies: The Basics of Pricing – Core Issues – Special Pricing Factors – Advertising Media for Sports – Promotional Concepts, Practices and Components – Sponsorship: Definition – Growth of Sponsorship – Evaluating and Ensuring Sponsorship Effectiveness – Selling the Sponsorship – Ethical Issues		8

5	Place/Product Distribution: Placing Core Products and their Extensions – The Facility – Marketing Channels – The Product-Place Matrix – Electronic Media Landscape – Media Impact on Sport Public Relations – Integrating Sales, Promotion, Sponsorship, Media and Community Relations – Cross Impacts among the Five P’s – the Legal Aspects of Sports Marketing	8
6	Case Studies and Presentations	6

### Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	Bernard JMullin, Stephen Hardy, William	Sport Marketing,	2014	Human Kinetics
2	Phil Schaaf.	Sports Marketing- It's not just a game anymore	1995	Amherst, N.Y. : Prometheus Books,
3	Larry DeGaris	Sports Marketing: A Practical Approach	2015	Larry Degaris
4	David Shilbury; Hans Westerbeek	Strategic Sport Marketing	2009	

### Online Resources:

No	Web site address
1	<a href="https://www.docsity.com/en/sport-marketing-and-its-major-trusts-and-marketing-myopia-kin-3801/6672936/">https://www.docsity.com/en/sport-marketing-and-its-major-trusts-and-marketing-myopia-kin-3801/6672936/</a>
2	<a href="https://www.bartleby.com/essay/Sport-Marketing-F3YV2HK86VS">https://www.bartleby.com/essay/Sport-Marketing-F3YV2HK86VS</a>

### MOOCs:

Resources No	Website address
	<a href="https://www.my-mooc.com">https://www.my-mooc.com</a>

### Elective – Sports Management

Programme: MBA (HR) CBCS – Revised Syllabus w.e.f. - Year 2022 – 23			
Semester	CourseCod	Course	
<b>III</b>	<b>SM-02</b>	<b>Basics of Sports Medicine &amp; Nutrition</b>	
Type	Credits	Evaluation	
Core Elective	03	UE: IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> <li>• To impart knowledge on the Nutritional basis for enhanced: -               <ul style="list-style-type: none"> <li>✓ exercise and sports performance with due emphasis on</li> <li>✓ Physiology and body composition,</li> <li>✓ Nutritional requirements</li> <li>✓ Weight Management –</li> <li>✓ Holistic health –</li> <li>✓ Ergogenic aid</li> </ul> </li> </ul>			
LearningOutcomes:			
<ul style="list-style-type: none"> <li>• To prepare students for a career in fitness academies, sports institutes, educational and health institutions; pharmaceutical industries and corporate sectors.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction</b> Concept of Sports Medicine. Aim and Objective of Sports Medicine. Need and Scope of Sports Medicine. Role of Sports Physician, Physical Educator / Sports Coaches in Sports Medicine <b>SPORTS INJURIES</b> Introduction. Types of Sports Injuries. Reasons of Sports Injuries, Prevention and Management of Sports Injuries..		8
2	<b>Drug Abuse In Sports</b> Meaning and Definition of Doping. Classification of Doping, Doping Methods., Why Drugs are used by Individual?, Why Drugs are used by Sports Persons?, The Prevention of Doping.		8
3	<b>Elements Of Physical Nutrition</b> Cell and Human Physiology, Human Nutrition, Functional Anatomy, Metabolism, Nutritional Physiology and Biochemistry, <b>NUTRITIONAL REQUIREMENTS</b> Carbohydrates, Fats, Minerals,		8
4	<b>Energy Requirements</b> Individual Caloric Requirement – Basal Energy Requirement, Energy Requirement During Working Hours <b>NUTRITIONAL MEDICINES</b> Elements of Health Education, introduction to elements of Medicines that help augmenting Physical Fitness and General Strength and Vigour,		8
5	<b>Food – The Sources Of Energy</b> Carbohydrates, Mono, Saccharides, Disaccharides, Polysaccharides, Fats, Proteins, Enzymes, Digestion.		6

6	<b>Nutrition And Physical Performance</b> An Analysis of the Correlation between Nutrition and Physical Fitness and Performance in Sports	7
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**ReferenceBooks:**

Sr.No.	Name of the Author	Titleof the Book	YearAddition	Publisher Company
01	Steven Ray, Irvin Richer,	Sports Medicine, Prentice Hall	1983	Prentice Hall,
02	Vinger and Roerner	Sports Injuries	1981.	PSG Publishing Co., Inc,
03	William J. G. P	Sports Medicine,		London Edwar Arnold Publishers
04	Armstrong and Tucker,	Injuries and Sports		London Scamples Press.

**Online Resources:**

No	Web site address
1	<a href="https://www.sportsmedtoday.com/what-is-a-sports-medicine-physician.htm">https://www.sportsmedtoday.com/what-is-a-sports-medicine-physician.htm</a>
2	<a href="https://edurev.in/studytube/Revision-Notes--Doping--Physical-Education/6a3a682f-ada7-49a4-9684-738e13e28cd7_t">https://edurev.in/studytube/Revision-Notes--Doping--Physical-Education/6a3a682f-ada7-49a4-9684-738e13e28cd7_t</a>
3	<a href="http://kairostech.io/the-role-of-diet-nutrition-in-sports-performance/">kairostech.io/the-role-of-diet-nutrition-in-sports-performance/</a>

**MOOCs:**

ResourcesNo	Websiteaddress
1	<a href="https://www.my-mooc.com">https://www.my-mooc.com</a>

**MBA (HR) SEMESTER IV**  
**Revised Syllabus**  
**With Effect from (2022 –23)**



<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
IV	401	<b>Project Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core	3	UE : IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To understand the concepts of project planning and organization, budgeting and control, and project life cycles.</li> <li>To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling.</li> <li>To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment.</li> <li>To become familiar with Microsoft Project in performing simple project management tasks.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities.</li> <li>Identify resources required for a project and to produce a work plan and resources schedule.</li> <li>Evaluate project for quality concept.</li> <li>Use of project management tools for project management.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.		10
2	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management		10
3	Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts		10
4	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation.		10
5	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document		10

6	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management	10
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### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	John M Nicholas	Project Management For Business And Technology		Prentice Hall Of India Pvt Ltd
International	Clifford F Gray, Erik W Larson	-Project Management : The Managerial Process		Tata Mcgraw - Hill Publishing Co Ltd
International	Jack Meredith, Samuel J. Mantel Jr.	Project Management - A Managerial Approach		John Wiley and Sons

### Online Resources:

Online Resources No	Web site address
1	<a href="https://en.wikipedia.org/wiki/Project_Management_Institute">https://en.wikipedia.org/wiki/Project_Management_Institute</a>
2	<a href="https://www.projectengineer.net/the-10-pmbok-knowledge-areas/">https://www.projectengineer.net/the-10-pmbok-knowledge-areas/</a>
3	<a href="https://en.wikipedia.org/wiki/Project_management">https://en.wikipedia.org/wiki/Project_management</a>
4	<a href="https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/">https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/</a>
5	<a href="https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/">https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/</a>

### MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCS: NPTEL / Swayam
2	www. edx.com
3	www.coursera.com

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	HR03	Compensation and benefits management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To understand the concept of compensation</li> <li>To explain the components of labour cost.</li> <li>To define executive compensation with various plans.</li> <li>To discuss wage policies and concepts related to labour market</li> <li>To elaborate issues related to reward management and global compensation</li> <li>To understand the rules for taxation and concept of tax friendly package.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Explain concepts related to compensation</li> <li>Explain components of labour cost.</li> <li>Contribute in designing executive compensation</li> <li>Describe issues related to wage policies and labour market.</li> <li>Handle the issues related to reward management and global compensation</li> <li>Explain rules of taxation and design tax friendly package</li> </ul>			
Unit	Contents		Sessions
1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers		8
2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.		8
3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay. Retirement benefits.		7
4	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.		8
5	Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation - strategies, Best practices in global compensation.		6
6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.		8

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
National	R.C.sharma, Sulabh Sharma	Compensation Management	2019	Sage Publishing
National	A.P. Rao	Labour Cost Accounting and Compensation Management	2000	Everest Publishing House.
National	B.D.Singh	Compensation & Reward Management	2007	Excel Books
International	Michele Dennis and Thomas Roth	Effective executive compensation	2008	American management Association

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.iedunote.com/compensation-management">https://www.iedunote.com/compensation-management</a>
2	<a href="https://execcomp.org/Basics/Basic/What-Is-Executive-Compensation">https://execcomp.org/Basics/Basic/What-Is-Executive-Compensation</a>
3	<a href="https://theinvestorsbook.com/labour-turnover.html">https://theinvestorsbook.com/labour-turnover.html</a>
4	<a href="https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx</a>
5	<a href="https://www.worldatwork.org/workspan/articles/global-compensation-considerations">https://www.worldatwork.org/workspan/articles/global-compensation-considerations</a>
6	<a href="https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx">https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx</a>

**MOOCs:**

Online Resources No	Web site address
1	<a href="https://www.coursera.org/learn/compensation-management">https://www.coursera.org/learn/compensation-management</a>
2	<a href="https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits">https://alison.com/courses/diploma-in-modern-human-resource-management/content/scorm/5730/module-6-compensation-and-benefits</a>
3	<a href="https://www.classcentral.com/course/managing-employee-compensation-5510">https://www.classcentral.com/course/managing-employee-compensation-5510</a>

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	HR04	Competency Mapping and Performance Management	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To understand managerial competencies in changing business environment and the resultant challenges.</li> <li>To establish links between managerial competencies for effective work performance.</li> <li>To introduce the concept of performance management and its importance in organizations.</li> <li>To enable students, knowledge of managing performances for greater success.</li> <li>To provide information about the latest development and trends in the practices of performance management.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.</li> <li>Understand the different types of Performance Planning strategies and develop various development plans for the employees.</li> <li>Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees.</li> <li>Recognize how Competency Mapping works and affects at different levels of the organizations.</li> <li>Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors.</li> <li>Identify job ready competencies and how to detect them in a probable candidate.</li> <li>Design and develop Competency Models for a particular job-role.</li> </ul>			
Unit	Contents		Sessions
1	<b>Concept of Competencies:</b> Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.		10
2	<b>Competency Mapping for effective HRM Development:</b> Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development.		10
3	<b>Introduction to Performance Management:</b> Definition and Importance of Performance Management, contribution of competency mapping in effective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.		8
4	<b>Performance Management Planning and Development:</b> Introduction: Performance Management Planning, the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document		12

5	<b>Competency Appraisal and Performance Management:</b> Need and benefits of effective appraisal system in Performancemanagement. Traditional and Modern methods of Appraisal. Identifying training needs,develop suitable training programs for competency management.	12
6	<b>Management Competencies and Performance Development in Organizations:</b> Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.	8

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center		
2 – National				
3 – National				
4 – International	Spencer and Spencer	Competency at Work	-	Wiley Publication
5 – International	<a href="#">David D. Dubois</a> , <a href="#">Deborah Jo King</a> <a href="#">Stern</a> , <a href="#">Linda K. Kemp</a>	Competency –Based Human Resource Management		
6 – International	Michael Armstrong & Angela Baron	Performance Management		Jaico Publication

**Online Resources:**

Online Resources No	Web site address
1	<a href="mailto:aictefreecourses@gmail.com">aictefreecourses@gmail.com</a>
2	<a href="https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i">https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i</a>
3	<a href="https://bdigital.ufp.pt/handle/10284/357">https://bdigital.ufp.pt/handle/10284/357</a>

**MOOCs:**

Online Resources No	Web site address
1	Coursera -Managing Employee Performance, <a href="http://www.coursera.org">www.coursera.org</a>
2	Alission- Performance Management and strategic planning

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	402	Environment and Disaster Management	
Type	Credits	Evaluation	Marks
Core	2	IE	IE = 100
Course Objectives:			
<ul style="list-style-type: none"> <li>Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment.</li> <li>Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard.</li> <li>Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle.</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>Understand the natural environment and its relationships with human activities.</li> <li>Characterize and examine human affects at the environment.</li> <li>Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios</li> <li>Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global level.</li> <li>Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects</li> </ul>			
Unit	Contents		Sessions
1	<b>The Environment and Ecosystem:</b> Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).		4
2	<b>Environment as Science:</b> Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the environment, Environmental Degradation, Sustainable Development, Environmental Education.		4
3	<b>Biodiversity and its conservation:</b> Definition, genetic, species and ecosystem diversity. Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. India as a mega-diversity nation Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.		4
4	<b>Definition and types of disaster:</b> Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami,		4

	avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.	
5	<b>Natural Disasters:</b> Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami. <b>Man- made Disasters:</b> War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion /Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA,HIV / AIDS, Life Style Diseases.	4
6	<b>Disaster Management:</b> Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster	4

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Dr. AlokSatsangi	Environment Management and Disaster Management	2014	Green Leaf Publication
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.
3 – National	Dr. Ponmani S, Mrs. Bharathi VS, Dr. Balusamy A	Environmental Studies & Disaster Management	2019	Agrobios (India)
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication
5 – International	Majid Husain	Environment And Ecology: Biodiversity, Climate Change And Disaster Management	2016	Access Publishing
6 – International	Thomas H. Tietenberg ,Lynne Lewis	Environmental and Natural Resource Economics	2018	Routledge Publishing

### Online Resources:

Online Resources No	Web site address
1	<a href="http://environment-and-ecology-by-anil-kumar-d60361115.html">environment-and-ecology-by-anil-kumar-d60361115.html</a>
2	<a href="http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf">http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf</a>
3	<a href="http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0">http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0</a>
4	<a href="https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction">https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction</a>
5	<a href="https://www.omicsonline.org/environmental-journals.php">https://www.omicsonline.org/environmental-journals.php</a>



**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="https://www.edx.org/course/natural-disasters">https://www.edx.org/course/natural-disasters</a>
2	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>
3	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
4	<a href="https://nptel.ac.in/">https://nptel.ac.in/</a>

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>404 Open</b>	<b>Introduction to Data Science</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE: 100
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• Understanding the Role of Data Science in business.</li> <li>• Understanding the basic concept of data management and data mining techniques</li> <li>• To understand the basic concept of machine learning</li> <li>• To understand the application of business analysis</li> <li>• Understanding the basic concept of Data Science Project Life Cycle.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Upon the successful completion of this course, the student will be able to:</li> <li>• Understand the basics of business analysis and Data Science Knowledge (K2)</li> <li>• Understand data management and handling and Data Science Project Life Cycle</li> <li>• Understand the data mining concept and its techniques Applying (K4)</li> <li>• Understand and Analyzing machine learning concept Analyzing (K5)</li> <li>• Understand the application of business analysis in different domain Applying (K4)</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility		6
2	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.		8
3	Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.		6
4	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association		8
5	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.		6
6	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.		8

**Reference Books:**

Sr.No.	Name of the Author	Title of the Book	Year Editio	Publisher
1	Bhimasankaram Pochiraju, Sridhar Seshadri,	Essentials of Business Analytics: An Introduction to the methodology and its application,		Springer
2	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A Guide for Data Scientists	1st Edition	
3	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education
4	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://bdigital.uvhm.edu.mx/wp-content/uploads/2020/05/Essentials-of-Business-Analytics.pdf">https://bdigital.uvhm.edu.mx/wp-content/uploads/2020/05/Essentials-of-Business-Analytics.pdf</a>
2	<a href="https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf">https://michael.hahsler.net/SMU/EMIS3309/slides/Evans_Analytics2e_ppt_01.pdf</a>
3	<a href="http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0">http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0</a>

**MOOC:**

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>404 Open</b>	<b>HR Analytics</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE = 100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To enable the learner towards critical thinking about data for HR decisions.</li> <li>Use of statistical software to manipulate and organize data.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>Enable learners to use statistical methods for analyzing data</li> <li>Learners can do inferring the data for managerial decisions on HR</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to Data Analysis &amp; Data Analytics</b> a. What is Data Analysis & Data Analytics? b. Understand what is analytics and the difference between analysis and analytics c. What is data & Types of data d. Data Transformation: data → information → Knowledge → Discovery e. Data storage to data discovery f. What is Data Science and various stages of Data Science Process g. Understanding Data Analytics & Data Science h. Data Modelling		5
2	<b>Introduction to HR Management, HR Data and Metrics</b> Overview on Human resource management functions a. Employee life cycle - hire to or exit or retire i. Workforce Planning ii. Talent Acquisition or recruitment iii. Performance measurement and management iv. Talent Management v. Learning and organization development vi. HR Operations vii. Compensation and Benefits b. Understanding HR Data and Classifications c. HR Metrics		6
3	<b>Introduction to HR Technology and Analytics</b> a. Overview of HR Technology and Systems b. HRIS and other systems for HR Data creation c. What is HR Analytics? d. Functional and Technical Skills for HR Analytics e. Making a case for HR Analytics and winning sponsorship f. Importance of data availability and governance		5
4	<b>Application of HR Analytics</b> a. Understanding the various forms of HR Analytics b. People Analytics, Workforce Analytics & HR Functional		9

	<p>Analytics</p> <p>c. HR Functional Analytics</p> <ol style="list-style-type: none"> <li>i. Workforce Planning Analytics</li> <li>ii. Recruitment &amp; Selection Analytics</li> <li>iii. On-boarding Analytics</li> <li>iv. Training &amp; Development Analytics</li> <li>v. Compensation Analytics</li> <li>vi. Employee Engagement Analytics</li> <li>vii. Performance Management Analytics</li> <li>viii. Employee Attrition Analytics</li> <li>ix. Various other HR Analytics Problems and their solutions for various industry domains.</li> </ol>	
5	<p><b>Application of Statistics in HR Analytics</b></p> <p><b>5.1 Understanding statistical analysis on HR Data</b></p> <ol style="list-style-type: none"> <li>a. Descriptive Statistics</li> <li>b. Inferential Statistics</li> </ol> <p><b>5.2 Applications of statistical techniques on HR Data</b></p> <ol style="list-style-type: none"> <li>c. Mean median &amp; mode</li> <li>d. Correlation - HR Case study of correlation</li> <li>e. Linear regression - HR Case study of Linear regression</li> <li>f. Logistic regression - HR Case study of Logistic regression</li> <li>g. Understand how to pick a problem that is relevant, measuring outcome, checking data for Errors, Creating new variable from existing data</li> <li>h. Using trend lines and charts</li> <li>i. Data Preparation (cleaning)</li> <li>j. Data Analysis using statistical techniques</li> <li>k. Data Modeling</li> <li>l. Analytics reporting using Dashboard</li> <li>m. Use of slicers to filter data</li> <li>n. Creating Pivot Tables and Analysis</li> <li>o. Hypothesis Testing</li> </ol>	6
6	<p><b>Understanding Data Visualization in HR Analytics (using Advanced Excel, Power BI &amp; Tableau)</b></p> <p><b>6.1 Use of Advanced Excel Functionality in HR Analytics Reporting</b></p> <p><b>6.2 Use of Microsoft Power BI for data visualization for HR Analytics Reporting</b></p> <ol style="list-style-type: none"> <li>a. "Utilize the VLOOKUP function to merge HR data</li> <li>b. Combine PivotTables and visualization techniques"</li> <li>c. Create an HR data model, Structure the HR data model, Prepare the HR data model for analysis</li> </ol> <p><b>6.3 Understanding basics of Tableau for data visualization which helps in analyzing</b></p> <ul style="list-style-type: none"> <li>• "Exporting data into Tableau and Visualization</li> <li>• KPI Dashboard</li> <li>• Tableau Dashboard Analysis</li> </ul>	5

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Kuldeep Singh and Ramesh Soundararajan	Winning on HR Analytics: Leveraging Data for Competitive Advantage	2016	SAGE Publishing
2	Kirsten Edwards and Martin Edwards	Predictive HR Analytics: Mastering the HR Metric	2019	Kogan Page
3	Tracey Smith	HR Analytics: The What, Why and How	2013	CreatespaceIndependent Pub
4	Rachael Johnson Murray, Lindsay McFarlane, Valerie Streets	The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions	2018	Society For Human Resource Management

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.cipd.ie/Images/Marianne-Lee-HR-Analytics-February-2017_tcm21-23091.pdf">https://www.cipd.ie/Images/Marianne-Lee-HR-Analytics-February-2017_tcm21-23091.pdf</a> <a href="https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf">https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/Documents/Workforce%20Analytics%20Report.pdf</a> <a href="https://www.cipd.co.uk/Images/people-analytics-report_tcm18-43755.pdf">https://www.cipd.co.uk/Images/people-analytics-report_tcm18-43755.pdf</a>
2	<a href="https://www.ijbmi.org/papers/Vol(6)7/Version-4/D0607042334.pdf">https://www.ijbmi.org/papers/Vol(6)7/Version-4/D0607042334.pdf</a>
3	<a href="https://hrotodayforum.com/emea/wp-content/uploads/2013/11/EB-Analytics.pdf">https://hrotodayforum.com/emea/wp-content/uploads/2013/11/EB-Analytics.pdf</a>
4	<a href="https://www.publicatie-online.nl/files/8515/3675/1058/15810_vanderlaken_FLP.pdf">https://www.publicatie-online.nl/files/8515/3675/1058/15810_vanderlaken_FLP.pdf</a>

#### MOOC:

Resources No	Web site address
1	<a href="https://www.coursera.org/learn/wharton-people-analytics">https://www.coursera.org/learn/wharton-people-analytics</a>
2	<a href="https://www.coursera.org/learn/analytics-data-decisions">https://www.coursera.org/learn/analytics-data-decisions</a>
3	<a href="https://www.udemy.com/course/peopleanalytics101/">https://www.udemy.com/course/peopleanalytics101/</a>
4	<a href="https://www.udemy.com/course/hr-analytics-using-excel/">https://www.udemy.com/course/hr-analytics-using-excel/</a>

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>404 Open</b>	<b>Labour Laws-II</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE = 100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To adopt good techniques to have healthy industrial relations</li> <li>This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them</li> <li>To give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available</li> <li>To adopt good techniques to have healthy industrial relations</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Understanding various importances of industrial relations in effective business management.</li> <li>Understanding the legislation related to industrial relations.</li> <li>Understand various statutory provisions related with industrial relations and labour welfare.</li> <li>Analyze issues and challenges of applying provisions as per legislations in the industry</li> <li>Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>INDUSTRIAL RELATIONS – An Overview</b> Definition, Objectives, Scope in the context of changing Socio-economic, political and legal changes, Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stakeholders of IR , Evolution of IR in India , Changing Dimensions of IR in India, Impact of globalization on IR, ILO		5
2	<b>THE INDUSTRIAL DISPUTES ACT, 1947.</b> The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. The authorities and their provisions, power and duties, references of disputes to boards, courts or tribunals, conciliation, arbitration proceedings , unfair labour practices ,provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions, procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry		5
3	<b>TRADE UNION ACT, 1926</b> Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act. Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Applicability, Registration, Recognition of Trade union		5
4	<b>COLLECTIVE BARGAINING</b> Collective Bargaining Meaning, process and theories of common, Perlman, Hoxie, Tannenbaum Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective Bargaining in India		5

5	<b>Labour Welfare:</b> Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer, The Role Of International Labour Organisation	5
6	<b>THE CONTRACT LABOUR ACT</b> Standing Orders and Grievance Procedure Object and Evolution of Standing Orders, Grievances and Procedure, Indiscipline/Misconduct, Disciplinary Action, procedure for Punishment. The Industrial Employment (Standing Orders) Act 1946. Strikes and lockout Forms of Strikes, Wage for the period of strike, strike and Punishment, Layoff retrenchment and closure, Strike and Punishment, Strike and execution of good conduct	5

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
2 – National	Punekar ,Deokar ,Sankaran	Labour Welfare ,Trade Unionism and Industrial Relations
3 – National	R.S.Dwivedi	. Managing Human Resources Industrial Relations in India
4 – International	Mamoria	Dynamics of Industrial Relations
5 – International	Dr.Avtar Singh	Introduction to Labour and Industrial Law

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm">https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm</a>
2	<a href="https://guides.loc.gov/employment-and-labor-law/online-resources">https://guides.loc.gov/employment-and-labor-law/online-resources</a>
3	<a href="https://guides.library.utoronto.ca/c.php?g=251198&amp;p=1673409">https://guides.library.utoronto.ca/c.php?g=251198&amp;p=1673409</a>
4	<a href="https://labour.gov.in/">https://labour.gov.in/</a>
5	<a href="https://ec.europa.eu/social/main.jsp?catId=157">https://ec.europa.eu/social/main.jsp?catId=157</a>

### MOOC:

Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.cefims.as.uk">www.cefims.as.uk</a>
2	<a href="https://alison.com/">https://alison.com/</a>
2	<a href="http://swayam.gov.in">swayam.gov.in</a>



Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	404 Open	Cyber Security	
Type	Credits	Evaluation	Marks
Open	2	IE	IE = 100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To study the types of threats.</li> <li>To explain various terminologies used in cyber attack.</li> <li>To understand difference malware, virus, hacking and cracking activities.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>To understand different encryption technique</li> <li>To understand Cryptography importance in computer forensics and cyber security</li> <li>To identify and avoid Cyber Crime.</li> <li>To study the defensive techniques against these attacks</li> </ul>			
Unit	Contents		Sessions
Unit No: 1	<b>Cyber Security</b> – What is Cyber security and Cyber Crimes, Cyber Security Techniques, IT Act, Computer Ethics and Security Policies, Guidelines to choose web browsers, Guidelines for setting up a Secure password, Online Banking Security, Mobile Banking Security, Web Application Security, Digital Infrastructure Security		05
Unit No: 2	<b>Information Security-</b> Threat to business continuity due to accidents related to information systems, Cyber space, Information assets, Vulnerabilities, Information security measures, Threats Unauthorized intrusion, Unauthorized access, Eaves dropping, Spoofing, Alteration, Cracking.		06
Unit No: 3	<b>Cyber-attack</b> Information leakage, DoS attack, Rumor, Flaming, SPAM e-mail Computer virus, Macro virus, Worm, Bot (botnet, remote operated virus), Trojan horse, Spyware, Ransomware, Keylogger, Rootkit, Backdoor, Fake anti-virus software		05
Unit No: 4	<b>Cryptography-</b> Encryption, Decryption (decryption key), Encoding/Decoding, Symmetric cryptography (common key), Public key cryptography (public key, private key)),		04
Unit No: 5	<b>Encryption Technique</b> -AES (Advanced Encryption Standard), S/MIME (Secure MIME), PGP (Pretty Good Privacy), Hybrid encryption, Hash function (SHA-256, etc.), Disk encryption, File encryption, Digital signature (signature key, verification key), Timestamp		06

	(time authentication), Message authentication / MAC (Message Authentication Code)	
Unit No: 6	<b>Social Engineering:</b> What is Social Engineering and how it works, Types of Social Engineering, How Cyber Criminal Works, How to prevent for being a victim of Cyber Crime.	04

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
International	<u>Mark Stamp</u>	Information Security By		
International	Mark Stamp	Information Security: Principles and Practice		
International	Jason Andress	Foundations of Information Security: A Straightforward Introduction		
National	<u>Nina Godbole</u> , Sunit Belapure	Cyber Security		
National	Bhushan Mayank	Fundamentals of Cyber Security		BPB Publications

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.coursera.org">https://www.coursera.org</a>
2	<a href="https://www.simplilearn.com/cyber-security">https://www.simplilearn.com/cyber-security</a>
3	<a href="https://mrcet.com/pdf/Lab%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf">https://mrcet.com/pdf/Lab%20Manuals/IT/CYBER%20SECURITY%20(R18A0521).pdf</a>

### MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCs: NPTEL / Swayam
2	<a href="http://www.edx.com">www.edx.com</a>
3	<a href="http://www.coursera.com">www.coursera.com</a>

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>404 Open</b>	<b>Financial Planning and Instruments</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Open	2	IE	IE = 100
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To explain the basic concept and process of Financial Planning</li> <li>• To acquaint the students with basic concepts of investment, concept of risk and return related to investment.</li> <li>• To enlighten the concept of various Financial Products.</li> <li>• To explain the concept and applications of fundamental analysis and technical analysis.</li> <li>• To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations.</li> <li>• To explain the calculation of the risk and return for securities and for portfolios.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• Understand the importance and process of Financial Planning</li> <li>• Understand the risk and return relationship and various Financial Products available in India.</li> <li>• Comprehend the concept of Mutual Funds, Insurance and derivatives and its importance.</li> <li>• Understand how to use fundamental analysis and technical analysis.</li> <li>• Create a policy statement to showcase the objectives and risk tolerances of numerous categories of individual and institutional investors which can help in making Investment plans for Individuals in different stages of life cycles and different situations.</li> <li>• Evaluate the effect of risk on investment decisions. Students will be able to calculate the risk and return for securities and for portfolios.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to Financial Planning</b> -Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning ,Types of Financial Planning		4
2	<b>Introduction to Investment</b> - Meaning and objectives of Investment,Process of Investment, Concepts of risk and return with reference to Investment ,Time Value of Money, Behavioral Finance		6
3	<b>Financial Products/Investment Avenues</b> -Concept, Features and Limitations of Equity Shares, Bonds, real estate, PPF, Commodities Concept, Features, Types and Limitations of Banking Products, Mutual Fund, Derivatives, and Insurance, Concept of Digital Currency		6
4	<b>Financial Products Analysis</b> - Fundamental Analysis - Economic, Industry and Company Analysis, Concept, Importance and Limitations of Technical Analysis, Parameters for Analysis of Mutual Fund Schemes, Concept and importance of Tax Planning		6
5	<b>Portfolio Management</b> -Portfolio Meaning, Concept, Objectives and importance of Portfolio Management , Process of Portfolio Management, preparation of Investment plans for Individuals in different stages of life cycles and different situations		4
6	<b>Calculation for risk and return for Security/Portfolio</b> -Problems on calculation of risk and return for security (mean, variance, and standard deviation), Problems on risk and return associated with portfolio consisting maximum three securities (mean, variance, and standard deviation)		4

**ReferenceBooks:**

Sr. No.	Titleof the Book	Name of Author	YearAddit ion	Publisher Company
1	Prasanna Chandra	Investment Analysis and Portfolio Management	2012, 4 <sup>th</sup> Edition	Tata McGraw Hill, New Delhi
2	I M Pandey	Financial Management	2010, , 10 <sup>th</sup> revised Edition	Vikas Publishing House
3	Bhalla, V.K.	Investment Management: Security Analysis and Portfolio Management	2010,17 <sup>th</sup> Edition.	S.Chand& Sons,
4	Frank K. Reilly, Keith C Brown	Investment Analysis and Portfolio Management	2012, 10 <sup>th</sup> Edition	Cengage Learning
5	<a href="#">E. Fischer Donald</a> , <a href="#">J. Jordan Ronald</a> , <a href="#">K. Pradhan Ashwini</a>	Security Analysis Portfolio	2018,7 <sup>th</sup> edition.	Pearson Education,
6	Fischer. and Jordon	Security Analysis and Investment Management -	2009 , 6 <sup>th</sup> Edition	Pearson Education

**OnlineResources:**

Online Resources No	Web site address
1	<a href="https://www.moneycontrol.com">https://www.moneycontrol.com</a>
2	<a href="https://www.nseindia.com">https://www.nseindia.com</a>
3	<a href="https://www.sebi.gov.in">https://www.sebi.gov.in</a>
4	<a href="https://www.rbi.org.in">https://www.rbi.org.in</a>
5	<a href="https://www.investopedia.com">https://www.investopedia.com</a>

**MOOC:**

Resources No	Web site address
1	<a href="https://swayam.gov.in">https://swayam.gov.in</a>
2	<a href="https://www.edx.org">https://www.edx.org</a>
2	<a href="https://alison.com/certificate-courses">https://alison.com/certificate-courses</a>

**SEMESTER IV**  
**SPECIALIZATIONS**

## Elective - Marketing Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	MK03	Sales and Distribution Management & B2B	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To understand the Importance of Sales Management.</li> <li>• To know the Emerging Trends in Sales Management.</li> <li>• To learn the Sales Planning and Budgeting.</li> <li>• To know Sales Territories and Quotas.</li> <li>• To study Controlling of Sales force Performance.</li> <li>• To learn Logistics and Supply Chain Management.</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• To know the Role and Skills of Modern Sales Managers.</li> <li>• To set Sales Objectives and design the Sales Strategies.</li> <li>• To learn the various Methods of Sales Forecasting.</li> <li>• To know the procedure of preparing Sales Budget.</li> <li>• To learn the process for designing Sales Territories.</li> <li>• To learn the methods of setting Sales Quota.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Sales Management:</b> Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging Trends in Sales Management.		5
2	<b>Sales Planning and Budgeting:</b> Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods used for Deciding Sales Expenditure Budget, Sales Budgeting Process.		6
3	<b>Sales Territories and Quotas:</b> Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types of Sales Quotas, Methods for Setting Sales Quotas.		6
4	<b>Sales Organization and Salesforce:</b> Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce, Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel.		6
5	<b>Distribution Management:</b> Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict. <b>Retailing:</b> Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing. <b>Wholesaling:</b> Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.		9

6	<b>Logistics and Supply Chain Management:</b> Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management.	4
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### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	K. Shridhar Bhat	Sales and Distribution Management	1 <sup>st</sup> Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L. Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 <sup>rd</sup> Edition 2018	Trinity Press
3 – National	Satish S. Uplaonkar	Sales and Distribution Management	1 <sup>st</sup> Edition 2019	Book Enclave.
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 <sup>nd</sup> Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar & Vasant Cavale	Sales and Distribution Management Text & Cases	3 <sup>rd</sup> Edition 2017	McGraw Hill Education
6 – International	Richard Still, Edward Cundiff, Norman Govoni & Sandeep Puri	Sales and Distribution Management	6 <sup>th</sup> Edition 2017	Pearson.

### Online Resources:

Online Resources No.	Web site address
1	<a href="http://www.marketing91.com">www.marketing91.com</a> › sales-management
2	<a href="http://www.researchgate.net">www.researchgate.net</a> › journal › 0885-3134 Journal
3	<a href="http://www.iaset.us">www.iaset.us</a> › index.php › international-journal-of-sal.
4	<a href="https://academic-accelerator.com">https://academic-accelerator.com</a> /Impact-factor-if › Journal
5	<a href="http://www.tandfonline.com">www.tandfonline.com</a> › loi › rpss20

**MOOCs:**

<b>Resources No.</b>	<b>Web site address</b>
1	<a href="http://www.mooc-list.com">www.mooc-list.com</a> › <a href="#">tags</a> › <a href="#">sales-management</a>
2	<a href="https://alison.com">https://alison.com</a> › <a href="#">Business</a> › <a href="#">Sales Courses</a>
3	<a href="https://alison.com/course/diploma-in-sales-management">https://alison.com/course/diploma-in-sales-management</a>
4	<a href="https://alison.com/course/introduction-to-sales-management">https://alison.com/course/introduction-to-sales-management</a>
5	<a href="http://www.edx.org">www.edx.org</a> › <a href="#">learn</a> › <a href="#">sales</a>



## Elective - Marketing Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
IV	MK04	Integrated Marketing Communications	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To provide an in-depth understanding of integrated marketing communications concepts</li> <li>• To understand the importance of integrated marketing communication strategies in the contemporary market</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• Apply the key terms, definitions, and concepts used in integrated marketing communications.</li> <li>• Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign.</li> <li>• Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization.</li> <li>• Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Integrated Marketing Communications (IMC):</b> Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy. Segmenting Markets, IMC Promotional Methods (Market Environment- Internal and External)		8
2	<b>Advertising and Social Media</b> - Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate advertising, social advertising, Ad appeals – rational, emotional – positive emotional, negative emotional appeal, humor, musical etc. Objections on Advertising. ASCII guidelines for the advertisers and celebrity endorsers. E-Commerce and digital media, Mobile advertising, Advertising Laws and Ethics, Intellectual Property Rights, ASCI ( The Advertising Standards Council of India)		11
3	<b>Media Management:</b> Introduction to Media mix, Media planning and selection decisions- steps involved and information needed for media planning. Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook , Instagram, Twitter etc. Media mix planning and scheduling.		8
4	Sales Promotion- Objectives of sales promotion, Trade promotion - Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling. Event Sponsorships, Planning and developing marketing communication (MarCom) Measuring the effectiveness of all Promotional tools and IMC		4

5	Public relation(PR)- Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing. SWOT of Public Relations, Communication in contemporary era: Online & Mobile media	7
6	<b>Understanding Communication Process-</b> Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, ELM model.  Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush marketing.	7

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1) –National	Chunawalla & Sethia	Foundations of Advertising	2008	Himalaya Publications
2) International	Sandra Moriarty, Nancy Mitchell, William D. Wells	Advertising & IMC 2019	2019	Pearson College Div, 11 <sup>th</sup> edition

### Online Resources:

Online Resources No.	Web site address
1	Swayam.gov.in , Nptel.ac.in
2	<a href="https://www.barcindia.co.in/">https://www.barcindia.co.in/</a>

### MOOCs:

Resources No.	Web site address
1	<a href="http://www.Swayam.org">www.Swayam.org</a>
2	<a href="http://www.Coursera.com">www.Coursera.com</a>

## Elective - Financial Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>FM03</b>	<b>Corporate Finance</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To orient the students regarding application of Corporate Finance</li> <li>To orient the students to understand basic concepts of Financial Planning and Liquidity Management</li> <li>To orient the students to understand the concept of Corporate Restructuring &amp; forms of Business combination</li> <li>To orient the concept of International Business Combination Forms and structure.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management</li> <li>To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context</li> <li>Students can able to apply common frameworks and tools related to mergers and acquisitions.</li> <li>To acquire the knowledge of Restructuring decision while working for M&amp;A process in organization with the help on various interaction of Cases in the Indian and International contexts.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Corporate Finance</b> Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.		5
2	<b>Financial Planning</b> Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning, <b>Capitalization:</b> Meaning, Over-Capitalization and Under capitalization- Meaning, Causes and Remedial Measures.		6
3	<b>Valuation of Bonds and Shares :</b> Basic Valuation Model, Valuation of Bonds/Debentures, Valuation of Preference Shares, Valuation of Ordinary Shares, Relationship Among Financial Decisions, Return, Risk and Share Values.		7
4	<b>Corporate Restructuring</b> Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring <b>Joint venture</b> – sell off and spin off , divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO. <b>Demerger-</b> Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers.		12
5	<b>Mergers and Acquisition:</b> Meaning ,Types of Mergers, motives behind the M & A, advantages and disadvantages of M & A, Process of merger integration,		12

	<p><b>Methods of financing mergers</b>, calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalization, Analysis of Mergers &amp; Acquisitions.</p> <p>The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 &amp; 2013.</p> <p><b>Accounting for Mergers &amp; Acquisitions</b></p> <p>Accounting methods for Mergers &amp; Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions.</p> <p>Prominent Cases of Mergers and Acquisitions - examples of M &amp; A in the Indian and International contexts.</p>	
6	<p><b>International M &amp; A</b> –Introduction of international M &amp; A activity, the opportunities and threats, role of M &amp; A in international trade growth.</p> <p>Impact of government policies and political and economic stability on international M&amp;A decisions, recommendation for effective cross-border M &amp; A.</p>	8

Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	I.M. Pandey	Financial Management	2015	Vikas Publishing House Pvt Limited
2	R.P. Rustagi, Galgotia	Financial Management - Theory, Concepts and Problems	January 2018	Taxmann's
3	Richard A. Brealey	Principles of Corporate Finance	2007	Tata McGraw-Hill Education
4	Kamal Ghose Ray	Mergers, Acquisitions, Strategy and Integration	2010	Kindle Edition
5	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	January 2013	Vikas Publication
6	A.P.Dash	Mergers & Acquisitions	Feb-2020	Dreamtech press-Wiley
7	William R Snow	Mergers & Acquisitions for Dummies –A willey brand	2008	John Willey&sons Inc
8	M. Y. Khan & P. K. Jain	Financial Management	2010	Tata McGraw-

**Online Resources:**

<b>Online Resources No</b>	<b>Web site address</b>
1	<a href="https://onlinelibrary.wiley.com/">https://onlinelibrary.wiley.com/</a> - Mergers and Acquisitions: A Step- by- Step Legal and Practical Guide, Second Edition
2	<a href="https://www.ebooks.com/">https://www.ebooks.com/</a> Mergers, Acquisitions and Corporate Restructuring
3	<a href="https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions">https://www.questia.com/library/economics-and-business/business/corporations/corporate-mergers-acquisitions</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="http://ugcmoocs.inflibnet.ac.in">http://ugcmoocs.inflibnet.ac.in</a>
2	<a href="https://nptel.ac.in">https://nptel.ac.in</a>
3	<a href="https://swayam.gov.in">https://swayam.gov.in</a>
4	<a href="https://coursera.">https://coursera.</a>

## Elective - Financial Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>FM04</b>	<b>International Financial Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	CES	UE:IE = 50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understand the core concepts of International Finance and Domestic Finance.</li> <li>• To study the International Flow of Funds and International Monetary System.</li> <li>• To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management.</li> <li>• The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions.</li> <li>• To gain the conceptual clarity of the theoretical aspects of international trade and finance.</li> <li>• To identify the processes, risks and instruments used in the financing of international trade.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Gain understanding of core concepts of International Finance and Domestic Finance.</li> <li>• Knowledge of International Flow of Funds and International Monetary System.</li> <li>• Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk.</li> <li>• Understanding of International Capital Budgeting and International Taxation.</li> <li>• Knowledge of details of International Trade Settlement.</li> <li>• Familiarize with the mechanism of International Trade Finance.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction:</b> Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.		6
2	<b>International Flow of Funds and International Monetary System:</b> Concept, principles and components of Balance of Payments. International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.		7
3	<b>Foreign Exchange Market and Foreign Exchange Risk Management:</b> Functions and structure of Foreign Exchange Market. Major participants. Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management. Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.		11
4	<b>International Capital Budgeting and International Taxation:</b> Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.		10

5	<b>International Trade Settlement:</b> Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading.	7
6	<b>International Trade Finance:</b> Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.	7

#### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.G.Apte.	International Financial Management	2014	Tata Mcgraw Hill
2 – National	VyuptakeshShar an	International Financial Management	2012	Prentice Hall of India Pvt Ltd
3 – National	MadhuVij	International Financial Management	2006	Excel Books
4 – International	Eiteman David, I. Stonehill Arthur, et al.	Multinational Business Finance	2017	Pearson
5 – International	Alan C. Shaprio	International Financial Management	2016	Wiley
6 – International	Cheol S. Eun, Bruce G. Resnick	International Financial Management	2017	Tata McGraw-Hill

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.investopedia.com/">https://www.investopedia.com/</a>
2	<a href="http://www.icmai.in">www.icmai.in</a>
3	<a href="https://www.yourarticlelibrary.com">https://www.yourarticlelibrary.com</a>
4	<a href="http://www.youtube.com">www.youtube.com</a>
5	<a href="https://www.freebookcentre.net/">https://www.freebookcentre.net/</a>

#### MOOCs:

Resources No	Web site address
1	<a href="https://www.coursera.org/learn/global-financial-markets-instruments">https://www.coursera.org/learn/global-financial-markets-instruments</a>
2	<a href="https://www.coursera.org/specializations/global-challenges-business">https://www.coursera.org/specializations/global-challenges-business</a>
3	<a href="https://nptel.ac.in/courses/110/105/110105057/">https://nptel.ac.in/courses/110/105/110105057/</a>
4	<a href="https://nptel.ac.in/courses/110/105/110105031/">https://nptel.ac.in/courses/110/105/110105031/</a>

## Elective: Human Resource Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	HR(E)03	Negotiation and Counselling	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• Understanding the role of manager as counsellor</li> <li>• Comparing the techniques of counseling</li> <li>• Appraise the ethical, cultural and gender issues in counseling</li> <li>• Understanding the process for negotiation</li> <li>• Comprehending the role of HR manager in negotiation</li> <li>• Improving and applying the negotiation skills</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Describe the role of counsellor</li> <li>• Applying the techniques of counseling</li> <li>• Identify the ethical, cultural and gender issues in counseling</li> <li>• Planning the negotiation meeting</li> <li>• Developing the negotiation skills</li> <li>• Assess the role of HR manager as negotiator</li> </ul>			
Unit	Contents		Sessions
1	Managers as Counsellors–Specific Role of HR managers in counselling– The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons- Types of Counselling- Need for Counselling		8
2	Development of Counselling Skill–Internal Frame of Reference–Attention and Interest–Managing resistance and making referrals–Active listening– Problem-solving–Coaching, demonstrating and rehearsing		8
3	Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers		9
4	Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process		8
5	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		7
6	Current trends, issues and practices in Negotiation in Asian, European and American industries .		5

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Richard Nelson-Jones	Basic Counselling Skills: A Helper's Manual	2015	Sage Publications Pvt. Ltd.
2 – National	K. Singh	Counselling Skills for 2015 Managers		Prentice-Hall
3 – International	Michael L	Negotiation	2002	Regis



	Spangle, Myra Warren Isenhardt	Communication for Diverse Settings		University	
4 – International	Stephen Palmer, Gladeana McMahon	Handbook of Counselling	1997	Psychology Press	

**Online Resources:**

<b>Online Resources No</b>	<b>Web site address</b>
1	<a href="https://www.knowledgehut.com/tutorials/project-management/negotiation-skills">https://www.knowledgehut.com/tutorials/project-management/negotiation-skills</a>
2	<a href="https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/">https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/</a>
3	<a href="https://www.prweb.com/releases/2006/01/prweb329478.htm">https://www.prweb.com/releases/2006/01/prweb329478.htm</a>
4	<a href="https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share">https://www.academia.edu/24964222/New_Free_Download_Counseling_Skills_Resources_download_and_share</a>
5	<a href="https://www.pdfdrive.com/counseling-books.html">https://www.pdfdrive.com/counseling-books.html</a>

**MOOCs:**

<b>Online Resources No</b>	<b>Web site address</b>
1	<a href="https://www.edx.org/">https://www.edx.org/</a>
2	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://swayam.gov.in/nc_details/NPTEL">https://swayam.gov.in/nc_details/NPTEL</a>

## Elective: Human Resource Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>HR(E)04</b>	<b>HR Audit</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understanding the concept and process of HR audit</li> <li>• To study the performance of human resource department</li> <li>• To study the gap, shortcomings in implementations of policy ,procedures</li> <li>• To Implementation of HR audit for development &amp; legal compliance</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Understanding concept and process of HR audit</li> <li>• Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures.</li> <li>• Implementation of HR audit for development &amp; legal compliance</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Conceptual Understanding of Human Resource Audit:</b> Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit; Components of Human Resource Development Audit, <b>HR Audit Methodology and Issues:</b> Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit		5
2	<b>The HR Audit Process:</b> Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps <b>Human Resources Audit Structure:</b> Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration;		5
3	<b>Areas for HR Audit:</b> Introduction, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance , Audit of HR Climate , Audit of Corporate Strategies; Audit of HRD strategies. <b>HR Audit and Workforce Issues:</b> Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System.		5
4	<b>Audit and HR Scorecard:</b> Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard; <b>Audit and Competency</b>		5

	<b>Management:</b> Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping, Integration of Competency Based HR systems	
5	<b>The HR Audit for Legal Compliance and Safe Business Practices:</b> Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices; <b>HR Audit as Intervention:</b> Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages	5
6	<b>Human Resource Auditing as a Tool of Human Resource Valuation:</b> Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting; <b>HRD Audit</b> –The Indian Experience and case studies: Introduction, Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry; <b>HR Audit Questionnaire:</b> Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human Resource Practices, A Sample Internal Human Resource Audit Questionnaire	5

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	P. Subba Rao.	Personnel & Human Resource Management
2 – National	T.V.Rao	Human Resource and Audit
3 – National	T.V.Rao&UdaiPareek	Human Resource System

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/humanresourceaudits.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/humanresourceaudits.aspx</a>
2	<a href="https://blog.vantagecircle.com/hr-audit/">https://blog.vantagecircle.com/hr-audit/</a>
3	<a href="https://www.yourarticlelibrary.com/human-resource-development/human-resource-hr-audit-meaning-features-objectives-and-approaches/60236">https://www.yourarticlelibrary.com/human-resource-development/human-resource-hr-audit-meaning-features-objectives-and-approaches/60236</a>
4	<a href="https://www.businessmanagementideas.com/human-resource-management-2/human-resource-audit/human-resource-hr-audit-meaning-objectives-scope-process-and-advantages/19468">https://www.businessmanagementideas.com/human-resource-management-2/human-resource-audit/human-resource-hr-audit-meaning-objectives-scope-process-and-advantages/19468</a>
5	<a href="https://www.smarthrinc.com/services/hr-audit-compliance/">https://www.smarthrinc.com/services/hr-audit-compliance/</a>

**MOOCs:**

<b>Resources No</b>	<b>Web site address</b>
1	<a href="https://www.coursera.org/specializations/human-resource-management">https://www.coursera.org/specializations/human-resource-management</a>
2	<a href="https://www.my-mooc.com/en/categorie/human-resources">https://www.my-mooc.com/en/categorie/human-resources</a>

## Elective: International Business Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	IB03	International Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
Subject / Course Objectives : <ul style="list-style-type: none"> <li>• Apply the key terms, definitions, and concepts used in marketing with an international perspective.</li> <li>• Compare the value of developing global awareness vs. a local perspective in marketing.</li> <li>• Evaluate different cultural, political, and legal environments influencing international trade.</li> <li>• Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Explain the impact of global and regional influences on products and services for consumers and businesses.</li> <li>• Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).</li> <li>• Develop creative international market entry strategies.</li> <li>• Understand the importance of the Internet for global business.</li> <li>• Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).</li> </ul>			
Unit	Contents		Sessions
1	International Marketing- Concept, Importance, International Marketing Research and Information System,		10
2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing		10
3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological		10
4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition		10
5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.		10
6	Digital Revolution, Strategy and Leadership in International Marketing • Global E-commerce • Value Networks and Disruptive Technologies in the context of International Marketing • The Digital Revolution: New Products and Services • Global Competition and National Competitive Advantage • Leadership and Organisation for International Marketing • Ethics, Corporate Social Responsibility and Social Responsiveness in the context of International Marketing		10

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Swapana Pradhan-	Retailing Management		
2 – National	A. J. Lamba-	The Art of Retailing		
4 – International	Dravid Gilbert	Retail Marketing		
5 – International	. George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing		
6 – International	Barry Berman, Joel R Evans- Retail Management	A Strategic Approach		

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://gacbe.ac.in/pdf/ematerial/18BIB52C-U1.pdf">https://gacbe.ac.in/pdf/ematerial/18BIB52C-U1.pdf</a>
2	<a href="http://centre.uek.krakow.pl/CENTRUMPSiM/wp-content/uploads/2017/10/Horska_et_al_2014_mini.pdf">http://centre.uek.krakow.pl/CENTRUMPSiM/wp-content/uploads/2017/10/Horska_et_al_2014_mini.pdf</a>

**MOOCs:**

Online Resources No	Web site address
1	<a href="https://www.edx.org/">https://www.edx.org/</a>
2	<a href="https://www.coursera.org/">https://www.coursera.org/</a>
3	<a href="https://alison.com/">https://alison.com/</a>
4	<a href="https://swayam.gov.in/nc_details/NPTEL">https://swayam.gov.in/nc_details/NPTEL</a>

## Elective: International Business Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
IV	IB04	Global Business Strategies	
Type	Credits	Evaluation	Marks
Core	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.</li> <li>• Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.</li> <li>• Awareness of the global business environment and its impacts on businesses.</li> <li>• Practical Application: Use of excel tools in real world scenarios.</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Explain the concepts in international business with respect to foreign trade/international business</li> <li>• Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects</li> <li>• Analyse the principle of international business and strategies adopted by firms to expand globally</li> <li>• . Integrate concept in international business concepts with functioning of global trade</li> </ul>			
Unit	Contents		Sessions
1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma _Is demand always Export‘ Technology impact on Export Strategy		6
2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result		5
3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership		8
4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act		5
5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances		8
6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration		8

Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]

2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3.
3 – National	Chakrawarthy B and Permuter H (1995)	Strategic Planning for Global Business		
4 – International	M Porter (1990)	Competitive Advantage of Nation		)New York Free Press
5 – International	Engelwood Cliffs,	The Strategy Process		M J Prentice Hall
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press

#### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.global-strategy.net/what-is-global-strategy/">https://www.global-strategy.net/what-is-global-strategy/</a>
2	<a href="https://www.researchgate.net/publication/322789850_International_Business_Strategy">https://www.researchgate.net/publication/322789850_International_Business_Strategy</a>

#### MOOCs:

Online Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Status of syllabus revision	No Change
Faculty allocated	Dr. Vrushali Kadam IMED.Pune Dr. H.G.Abhyankar Invitee , Pune



## Elective: Production & Operations Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
IV	PM03	Logistics & Supply Chain Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM).</li> <li>• To acquire the working knowledge.</li> <li>• To understand the JIT and SCM concepts and applicability to industrial examples.</li> <li>• To know the concept of 5R in achieving Customer satisfaction/ delight.</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Develop a sound understanding of the important role of supply chain management in Today's business environment.</li> <li>• Become familiar with current supply chain management trends.</li> <li>• Learn logistics concepts and basic activities.</li> <li>• Know the types of transportation systems.</li> <li>• Know the third, fourth party logistics.</li> </ul>			
Unit	Contents		Sessions
1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain		10
2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.		10
3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R.Sourcing and pricing of logistics.		10
4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements		10
5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness .		10
6	Current Trends in Logistics and SCM: Current developments/ practices- MRP, MRPII. 3PL,4PL, use of IT.		10

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management- Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies
6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>

**Online Resources:**

Online Resources No	Web site address
1	<a href="http://www.poms.org">www.poms.org</a>
2	<a href="http://www.searchmanufacturingerp.techtarget.com">www.searchmanufacturingerp.techtarget.com</a>
3	<a href="http://www.inderscience.com">www.inderscience.com</a>
4	www.logisticsmgmt.com
5	<a href="http://www.ionlogistics.eu">www.ionlogistics.eu</a>

**MOOCs:**

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

## Elective: Production & Operations Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	PM04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers.</li> <li>• To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.</li> <li>• To get acquainted with the use of IT, ERP and MRP systems</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Demonstrate the relevance and basics of World Class Manufacturing.</li> <li>• Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing.</li> <li>• Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing.</li> <li>• Understand recent trends in manufacturing to meet the current and future business challenges.</li> <li>• Compare the existing industries with WCM industries.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to World Class Manufacturing (WCM):</b> World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset		10
2	<b>Planning for Manufacturing System:</b> Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.		10
3	<b>Materials Planning:</b> Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).		10
4	<b>Just in Time (JIT):</b> Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.		10
5	<b>World Class Manufacturing development Tools:</b> Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.		10
6	<b>Recent Trends in World Class Manufacturing:</b> Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.		10

Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C	World-Class	2018	Infinity press

	Saxena, Ashish Kumar	Manufacturing- A Strategic Perspective		
2 – National	L.C. Jhamb	Production Operations Management	2014	Everest publishing House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4 – International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger & Associates
5 – International	Carlo Baroncelli&NoelaB allerio (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6 – International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.wcm.fcagroup.com/">https://www.wcm.fcagroup.com/</a>
2	<a href="http://www.iso.org">www.iso.org</a>

**MOOCs:**

Online Resources No	Web site address
1	<a href="http://www.coursera.org">www.coursera.org</a>
2	<a href="http://www.edx.org">www.edx.org</a>
3	<a href="http://www.openlearning.com">www.openlearning.com</a>
4	<a href="http://www.alison.com">www.alison.com</a>

## Elective: Information Technology Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>IT03</b>	<b>RDBMS with Oracle</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• To understand and learn how to work with an Oracle database.</li> <li>• To understand the Structured Query Language and be able to use it in conjunction with Oracle database.</li> <li>• To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database.</li> </ul>			
<b>Learning Outcomes :</b>			
At the end of this course, student should be able to: <ul style="list-style-type: none"> <li>• Simple Query using sample datasets</li> <li>• Complex queries using SQL.</li> <li>• Writing PL/SQL blocks</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Introduction to oracle RDBMS:</b> DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracle RDBMS, Tools of Oracle: SQL, SQL*Plus, SQL Form, SQL Reports.		4
2	<b>SQL and Components of SQL</b> Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint		9
3	<b>Operators, Functions and Joins</b> Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.		8
4	<b>Database Objects</b> Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.		6
5	<b>Introduction to PL/SQL programming</b> Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment,		9

	PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For Loop, Goto Statement.	
6	<b>Advanced Programming Techniques of PL/SQL</b> <b>Cursors:</b> Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, <b>Triggers:</b> Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers	9

Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	P.S.Deshpande	SQL for oracle 9i	3 <sup>rd</sup> Edition	Dreamtech Press	
2 –International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3 <sup>rd</sup> Edition	BPB Publication	

### Online Resources:

Online Resources No	Web site address
1	<a href="https://www.w3schools.com/sql/">https://www.w3schools.com/sql/</a>
2	<a href="https://www.tutorialspoint.com/sql/index.htm">https://www.tutorialspoint.com/sql/index.htm</a>
3	<a href="https://www.javatpoint.com/sql-tutorial">https://www.javatpoint.com/sql-tutorial</a>

### MOOCs:

Online Resources No	Web site address
1	<a href="https://www.coursera.org/learn/intro-sql">https://www.coursera.org/learn/intro-sql</a>
2	<a href="https://www.coursera.org/projects/introduction-to-relational-database-and-sql">https://www.coursera.org/projects/introduction-to-relational-database-and-sql</a>
3	<a href="https://www.coursera.org/projects/intermediate-rdb-sql">https://www.coursera.org/projects/intermediate-rdb-sql</a>

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	IT04	Enterprise Business Applications	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>To enable knowledge about E-commerce</li> <li>To enable knowledge about types of business models in E-commerce</li> <li>To enable knowledge about security issues of e-commerce</li> <li>To enable knowledge about payment systems of e-commerce.</li> <li>To enable knowledge about various e-commerce applications.</li> <li>To enable knowledge about Mobile commerce</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Recognize the impact of Information and Communication technologies, especially of the Internet in business operations.</li> <li>Recognize the fundamental principles of e- Business and e- Commerce</li> <li>Use tools and services of the internet in the development of a virtual e- commerce site</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction:</b> Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.		10
2	<b>Types of business models</b> (B2B, B2C, C2B, C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.		10
3	<b>Security issues</b> , privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.		10
4	<b>E-commerce Payment System</b> Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e- payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card Payment system, smart card.		10
5	<b>E-Commerce Applications:</b> E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.		10
6	<b>Mobile Commerce:</b> Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles, Examples of M-commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading.		10

Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Sr.No.	Name of the Author	Title of the Book	Publisher Company
1 – National	Alexis neon	ERP Demystified	Mc Grawhill
2 – National	V.K. Garg &N.K. Venkita Krishnan	ERP Ware: ERP Implementation Framework	
3 – National	V.K. Garg &N.K. Venkita Krishnan	ERP Concepts & Planning	
4 – International	P.T.Joseph,	E-Commerce A Managerial Perspective	Prentice Hall of India
5 – International	Kalakota and Whinston	Frontiers of Electronic	Pearson Education

### Online Resources:

Online ResourcesNo	Websiteaddress
1	<a href="http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf">http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf</a>
2	<a href="https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf">https://mrcet.com/downloads/digital_notes/ME/III%20year/ERP%20Complete%20Digital%20notes.pdf</a>
3	<a href="https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf">https://www.analyticom.de/docs/erp/Booklet_EN_ERP.pdf</a>
4	<a href="http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf">http://sim.edu.in/wp-content/uploads/2018/11/B.Com-CA-II-Semester.pdf</a>

### MOOCs:

Online ResourcesNo	Websiteaddress
1	<a href="https://onlinecourses.swayam2.ac.in/cec20_mg25/preview">https://onlinecourses.swayam2.ac.in/cec20_mg25/preview</a>
2	<a href="https://www.coursera.org/courses?query=e-commerce">https://www.coursera.org/courses?query=e-commerce</a>
3	<a href="https://www.udemy.com/courses/business/e-commerce">https://www.udemy.com/courses/business/e-commerce</a>
4	<a href="https://www.edx.org/learn/ecommerce">https://www.edx.org/learn/ecommerce</a>
5	<a href="https://www.classcentral.com/subject/ecommerce">https://www.classcentral.com/subject/ecommerce</a>



### Elective: Agribusiness Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
IV	AM03	Use of Information Technology in Agribusiness Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact.</li> <li>• Learn about digital tools enhancing on-farm productivity.</li> <li>• Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services.</li> <li>• Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowd sourcing, and big data analytics.</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>• Data analysis in Agribusiness</li> <li>• ICT in Agriculture</li> <li>• GIS and Remote Sensing application in Agriculture</li> <li>• Monitoring and Evaluation in Agriculture</li> </ul>			
Unit	Contents		Sessions
1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.		10
2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System		10
3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities		10
4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM		10
5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.		10
6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical		10

	Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	
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Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	Turban, McLean, Wetherbe	Information technology for Management,		John Wiley & Son
2 – National	S. Sudalaimuthu, S. Anthony	Computer Application in Business		Himalaya Publishing House
3 – National	Jaiswal & Mittal, (2010),	. Management Information Systems,		5 Oxford University Press
4- International	. O'Brien, J.A. (2004	Management Information Systems: Managing IT in the		(6th edition) Prentice Hall
5- International	. Lucas, H. C. Jr. (2004).	4 Information Technology For Management. (7th ed		New Delhi: TMH

### Online Resources:

Online Resources No	Website address
1	<a href="http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663">http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663</a>
2	<a href="https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/">https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/</a>
3	<a href="https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf">https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf</a>
4	<a href="https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture">https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture</a>
5	<a href="http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663">http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663</a>

### MOOCs:

Online Resources No	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

## Elective: Agribusiness Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	AM04	Cooperatives Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>The objective of the course is to provide the conceptual and practical understanding of cooperative management.</li> <li>The course will be helpful to provide the knowledge of functions, rules &amp; regulations and the benefits of the cooperative management</li> </ul>			
Learning Outcomes :			
<ul style="list-style-type: none"> <li>Communicate Concept and Characteristics of Cooperatives, •</li> <li>Explain Functional and Management aspects of Cooperatives •</li> <li>Organize a cooperative institution based upon grassroots level after analyzing market condition</li> </ul>			
Unit	Contents		Sessions
1	History of cooperative management. Cooperation ideology-origin growth and development Principles of Agriculture Cooperation. Raifeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives		10
2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit institutions-Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD		10
3	Formation and Management in Agriculture Cooperative Societies; Re-organization of Agricultural Credit Societies, Multipurpose cooperative Societies; Large-Sized Cooperative Societies, Service Cooperatives. Cooperative farming in India		10
4	Cooperative Processing; Management of Cooperative Sugar Factories; Food processing industries, Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.		10
5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems		10
6	Indian Cooperatives in this era of Globalization Challenges and prospects		10

Student has to upgrade Knowledge by using below inputs:

### Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	B.S. Mathur	Cooperation in India	Sahitya Bhawan, Agra	
2	Kamat	G.S. Cooperative Management,	HPH	

3	Bedi R.D.	Theory, History and Practical of Cooperation		
4	Fay, C.R.	Cooperation in India and Abroad		
5	Raj Krutia	Cooperative Farming some Critical Reflection		
6	Rais Ahmad	Cooperative Development and Management Text and Cases,	Mittal Pub. House	

### Online Resources:

Online ResourcesNo	Websiteaddress
1	<a href="http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf">http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf</a>
2	<a href="https://en.wikipedia.org/wiki/Cooperative_learning">https://en.wikipedia.org/wiki/Cooperative_learning</a>

### MOOCs:

Online ResourcesNo	Websiteaddress
1	<a href="http://mooc.org">mooc.org</a>
2	<a href="http://www.Coursera.org">www.Coursera.org</a>
3	<a href="http://www.Udemy.com">www.Udemy.com</a>
4	<a href="http://Swayam.gov.in">Swayam.gov.in</a>

## Elective:Retail Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>R03</b>	<b>Merchandising , Display &amp; Advertising</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.</li> <li>• Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner.</li> <li>• Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment.</li> <li>• Understand the fundamentals of basic financial problems, and use good reason in financial decision making.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix.</li> <li>• Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element.</li> <li>• Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design.</li> <li>• Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Introduction: stages of merchandise, management process, Developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan		10
2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.		10
3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.		10
4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies.		10
5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.		10
6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Sr.No.	Name of the Author	Title of the Book	Edition	Year	Publisher Company
1	David Gilbert	Retail Marketing Management			Pearson Education
2	Agarwal, Bansal, Yadav & Kumar	Retail Management	.		PragatiPrakashan, W.K.Road, Merut
3	Barry Berman & Joel R. Evans	Retail Management – A Strategic Approach			Pearson Education
4	Barry Barman & Joel R. Evans	Retail management,			Prentice Hall of India Pvt. Ltd.
5	Andrew J. Newman & Peter	Retailing Environment & operations			Change learning
6	MeenalDhotre	Channel management & Retail Marketing			Himalaya Publishing House, Mumbai

**Online Resources:**

Online Resources No	Website address
1	<a href="https://reflektion.com/resource/merchandising-types-and-examples">https://reflektion.com/resource/merchandising-types-and-examples</a>
2	<a href="https://www.yotpo.com/blog/online-merchandising">https://www.yotpo.com/blog/online-merchandising</a>
3	<a href="https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/">https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/</a>
4	<a href="https://www.tickto.com/digital-displays-retail-store-tomorrow">https://www.tickto.com/digital-displays-retail-store-tomorrow</a>

**MOOCs:**

Online Resources No	Website address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com

## Elective: Retail Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	R04	Supply Chain Management in Retailing	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• Familiarize the students with organized retail and, the value it creates.</li> <li>• The strategic and operational decision-making processes in the organized retail.</li> <li>• Relate the supply chain activities which create the value in the organized retail industry</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• Understand the functions of retail business and various retail formats and retail channels.</li> <li>• Understand the difference between Retail and Manufacturing Supply Chain</li> <li>• Understand, key drivers of retail supply chain and how to select a retail store location?</li> <li>• Analyze Retail Market and Financial Strategy including product pricing.</li> <li>• Integrate the various Supply Chain partners and how to collaborate with them?</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Supply Chain Management in Retailing</b> -Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.		10
2	<b>Planning Demand and Supply Chain Retailing</b> - Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply chain, Role of IT in forecasting for SCM in Retailing.		10
3	Designing the Supply Chain Network for Retailing - Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design, Modeling, Network for Supply Chain in Retailing.		10
4	Logistics in Supply Chain Management in Retailing - Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.		10
5	<b>Sourcing and Pricing in Logistics in Retailing</b> - <b>I. Sourcing-</b> In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis. <b>II. Pricing-</b> Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.		10
6	Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management in retailing business, Internal Supply Chain management, E Business and Supply Chain Management, Building strategic partnerships and trust within a supply chain in retailing.		10

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Sunil Chopra, Peter Meindal, D.V.Kalra,	Supply Chain Management-Strategy, Planning and Operation,		Pearson Education.
2 – National	Braj Mohan Chaturvedi,	Supply Chain Management,		ICFAI University Press
3 – National	Rahul V.Altekar,	Supply Chain Management, Concepts and Cases,		Prentice Hall India, New Delhi.
4 – International	John Mentzer,	Supply Chain Management, Response Books,		Sage Publication, New Delhi

**Online Resources:**

Online Resources No	Web site address
1	<a href="https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/">https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/</a>
2	<a href="https://www.vendhq.com/blog/supply-chain-management/">https://www.vendhq.com/blog/supply-chain-management/</a>
3	<a href="https://www.slideshare.net/RahulJha6/retail-supply-chain-management">https://www.slideshare.net/RahulJha6/retail-supply-chain-management</a>

**MOOCs:**

Online Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in



### Elective: Project Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	PR03	Advance Project Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• To understand the overall aspects of project management</li> <li>• To view at the project from a holistic view</li> <li>• To identify costs and control them while implementing project</li> <li>• To understand quality aspects in project</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• To know the details of project budgeting and costing</li> <li>• To learn various aspects of project monitoring and implementation.</li> <li>• To understand how to manage project quality and project audit</li> <li>• To understand the aspects related to Human resource in Project Management</li> </ul>			
Unit	Contents		Sessions
1	<b>Baseline Cost Structure</b> Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc. <b>Project Procurement process:</b> Plan procurement , Conduct procurement, Control procurement and Close.		8
2	<b>Project budgeting &amp; activity costing</b> Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents		11
3	<b>Project Monitoring</b> General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis		5
4	<b>Project Quality Management</b> Project Quality Management Plan , identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents		4
5	<b>Project Audit</b> Quality Assurance - analyzing project quality, improve project quality, checking whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assets updates		10
6	<b>Project Human Resource Management</b> Develop human resource plan with the help of Activity resource		05

<p>requirements, Enterprise environmental factors, Organizational processes</p> <p>Acquire project team - Project staff assignments, Resource calendars,</p> <p>Develop project team - improving the team efficiency, team member interaction and enhancing overall team and project performance</p> <p>Manage project team - tracking team member performance, resolving issues, providing feedback and managing a team to optimize project performance.</p> <p><b>Communication Management:</b> Organizing for Communication, Feedback communication. Reporting system.</p>	
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Reference Books:

Reference Books	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Kenneth Rose	Project Quality Management- Why, What and How	2nd Edition	J. Ross Publishing
2 – International	Kim H. Pries, Jon M. Quigley	Total Quality Management for Project Management	1st Edition	Taylor & Francis
3 – International	Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla	Total Quality Management (TQM) - Principles, Methods, and Applications	1st Edition, 2021	CRC Press
4 – International	Martina Huemann	Human Resource Management in the Project-Oriented Organization - Towards a Viable System for Project Personnel	1st Edition, 2016	Taylor & Francis

Online Resources:

Online Resources No.	Web site address
1	<a href="https://www.guru99.com/learn-financial-planning-project-management.html">https://www.guru99.com/learn-financial-planning-project-management.html</a>
2	<a href="https://www.ispatguru.com/project-monitoring/">https://www.ispatguru.com/project-monitoring/</a>
3	<a href="https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well">https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well</a>
4	<a href="https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps">https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps</a>
5	<a href="https://www.projectmanagementqualification.com/blog/2019/10/21/project-">https://www.projectmanagementqualification.com/blog/2019/10/21/project-</a>

	monitoring-control/
6	<a href="https://www.projectmanager.com/project-management">https://www.projectmanager.com/project-management</a>
7	<a href="https://www.pmi.org/learning/library/earned-value-management-systems-analysis-8026">https://www.pmi.org/learning/library/earned-value-management-systems-analysis-8026</a>

**MOOCs:**

<b>Resources No.</b>	<b>Web site address</b>
1	<a href="https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp">https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp</a>
2	<a href="https://www.my-mooc.com/en/categorie/project-management">https://www.my-mooc.com/en/categorie/project-management</a>
3	<a href="https://www.coursera.org/learn/uva-darden-project-management">https://www.coursera.org/learn/uva-darden-project-management</a>

### **Elective: Project Management**

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>PR04</b>	<b>Scanning Business Environment for Project</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives:</b>			
<ul style="list-style-type: none"> <li>• To understand the business environment impacts project management</li> <li>• To understand how to scan internal business environment and to work on strengths and weaknesses</li> <li>• To understand how to scan external business environment to identify opportunities and threats</li> <li>• To understand the intricacies for preparing for unforeseen events.</li> </ul>			
<b>Learning Outcomes:</b>			
<ul style="list-style-type: none"> <li>• To know how to scan business environment</li> <li>• To understand the impact of changes in business environment</li> <li>• To identify, evaluate and deliver project benefits and value in the complex business environment</li> <li>• To understand the impact of project on Organization culture through organizational change.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Environmental Scanning for Implementing project</b> Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes		8
2	<b>Evaluating Internal Business Environment</b> Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees		11
3	<b>Evaluating External business environment</b> Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in external business environment, Identify options for scope/backlog changes		5
4	<b>Plan and manage project compliance</b> Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analysing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the project is in compliance		4
5	<b>Evaluate and deliver project benefits and value</b> Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress		10
6	<b>Support organizational change</b> Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture		07

**Reference Books:**

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited
2 – International	Avraham Shtub and Shlomo Globerson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson
3 – International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass

**Online Resources:**

Online Resources No.	Web site address
1	<a href="https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/">https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/</a>
2	<a href="https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/">https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/</a>
3	<a href="https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects">https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects</a>
4	<a href="https://www.knowledgehut.com/blog/project-management/projects-in-business-environments">https://www.knowledgehut.com/blog/project-management/projects-in-business-environments</a>
5	<a href="http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf">http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf</a>

**MOOCs:**

Online Resources No.	Web site address
1	<a href="https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn">https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn</a>
2	<a href="https://www.udemy.com/course/project-management-course-udemy/">https://www.udemy.com/course/project-management-course-udemy/</a>
3	<a href="https://www.coursera.org/learn/global-business-environment">https://www.coursera.org/learn/global-business-environment</a>

**Elective: Business Analytics & Data Mining****Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023**

Semester	CourseCode	Course Title	
IV	BA03	Business Research Methods for Analytics	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>To give the learner an understanding of the basic techniques and tools of business research.</li> <li>To provide an exposure to the learners about business research which they are expected to possess when they enter the industry as practitioners.</li> <li>To familiarize the learners with the key concepts in sampling techniques and instruments for data collection</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>Learner will be able to understand and apply the steps involved in a research project.</li> <li>Students will be able to know the skill of writing a research report.</li> <li>Design questionnaires and administer simple survey based projects.</li> <li>Describe sampling methods, measurement scales and instruments, and their appropriate uses for analysis purpose.</li> </ul>			
Unit	Contents		Sessions
1	<b>Introduction to Business Research:</b> Definition, Nature and Scope of Research, Types of business research, Role of Research in decision-making. Qualities of a good researcher.		7
2	<b>Research process &amp; Research design:</b> Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis		7
3	<b>Research Design &amp; Sampling techniques:</b> Types of research design, Characteristics of good research design. : Concept of Population and Sampling, Probability and non-probability sampling techniques.		8
4	<b>Data collection:</b> Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys.		8
5	<b>Processing and Analysis of Data</b> Measurement: Scales of Measurement -Nominal, Ordinal, Interval and Ratio. Steps involved in processing of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test – Problems on Basic application of chi square test. Association of attributes. Analysis and Interpretation of data – Interpretations of results		8
6	<b>Report Writing:</b> Types of reports, steps in Writing Reports, Format of a good report, Precautions in report writing.		7

**ReferenceBooks:**

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1	C.R. Kothari	Research Methodology –	2004	New Age International
2	Dr. P. M. Herekar	Research Methodology	2014	Phadke Prakashan
3	Cooper & Schindler	Business Research Methods	2010	McGraw-Hill Education,
4	Dr. Mrs. Kirti Gupta	Research Methodology -	2019	Nirali Prakashan

**OnlineResources:**

Online ResourcesNo	Websiteaddress
1	<a href="https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf">https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf</a>
2	<a href="http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf">http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf</a>
3	<a href="https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/">https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/</a>
4	<a href="https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc">https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jjdxc</a>
5	<a href="http://www.ala.org/tools/research/larks/researchmethods">http://www.ala.org/tools/research/larks/researchmethods</a>
6	<a href="https://www.intechopen.com/online-first/research-design-and-methodology">https://www.intechopen.com/online-first/research-design-and-methodology</a>
7	<a href="https://lecturenotes.in/m/21513-research-methodology-">https://lecturenotes.in/m/21513-research-methodology-</a>
8	<a href="http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf">http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf</a>

**MOOCs:**

ResourcesNo	Websiteaddress
1	<a href="https://swayam.gov.in/nd2_cec20_hs17/preview">https://swayam.gov.in/nd2_cec20_hs17/preview</a>
2	<a href="https://www.classcentral.com/course/researchmethods-1767">https://www.classcentral.com/course/researchmethods-1767</a>
3	<a href="https://www.coursera.org/learn/research-methods">https://www.coursera.org/learn/research-methods</a>
4	<a href="https://www.classcentral.com/course/swayam-introduction-to-research-5221">https://www.classcentral.com/course/swayam-introduction-to-research-5221</a>

**Elective: Business Analytics & Data Mining**

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>CourseCode</b>	<b>CourseTitle</b>	
<b>IV</b>	<b>BA04</b>	<b>Optimization Techniques for Business Analytics</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>CourseObjectives:</b>			
<ul style="list-style-type: none"> <li>To introduce the students to use quantitative methods and techniques for effective decision making.</li> <li>To familiarized the students with the quantitative techniques for business data</li> </ul>			
<b>LearningOutcomes:</b>			
<ul style="list-style-type: none"> <li>Understand Optimization techniques for Business Analysis.</li> <li>Know the importance of Optimization techniques for Business Analysis</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	<b>Linear Programming Problem (L.P.P.):</b> Definition and Components of LPP, Formulation of LPP, Solution of LPP by Graphical Method, Examples on maximization and minimization, Examples on mixed constraints, Special cases in LPP: Alternative or multiple optimal solutions,		8
2	<b>Transportation problems (T.P.):</b> Introduction and Formulation of TP, Initial Basic Feasible Solution (I.B.F.S.) by North West Corner Rule (NWCR), Matrix Minimum Method, Vogel's Approximation Method (VAM), Checking Optimality by Modified Distribution Method (MODI Method), Special cases in TP: maximization, unbalanced TP, restricted TP, applications of TP in business.		8
3	<b>Assignment Problems (A.P.):</b> Meaning, Definition of A.P., Hungarian Method of solving A.P., Assignment Problem for Maximization, minimization. Unbalanced A.P., restricted A.P., Multiple /Optimal Solutions, applications of T.P. in business.		8
4	<b>Simulation:</b> Introduction to simulation, Types of simulation, steps of simulation process, Monte Carlo technique, simulation of inventory problems, simulation of queuing problems, business applications and limitations.		7
5	<b>Network Analysis by PERT and CPM:</b> Introduction to Networks, Basic differences between PERT and CPM, Network models – PERT/CPM network components and precedence relationships, Critical Path Analysis forward pass computation for earliest event time, backward pass computation for latest allowable event time, Program Evaluation and Review Technique (PERT). Determination of PERT times.		8
6	<b>Decision Theory:</b> Introduction, elements of decision making, decision models, Decision making under Risk (EMV Criterion), Decision making under uncertainty: Maximin Criterion, Maximax Criterion, Hurwicz alpha Criterion, Laplace Criterion, Minimax Regret Criterion		6



**ReferenceBooks:**

Sr.No	Name of the Author	Titleof the Book	YearEditi on	Publisher Company
1	J. K. Sharma	Application of Operations Research- Theory & Applications	2009	Laxmi Publications Pvt Ltd.
2	R. Panneerselvam	Operations Research	2006	Prentice Hall of India Pvt Ltd New Delhi
3	S. Kalavathy	Operations Research	2006	Vikas Publishing House Company Pvt

**OnlineResources:**

Online ResourcesNo.	Websiteaddress
1	en.wikipedia.org
2	www.spinger.com
3	www.pearson.com
4	www.optimization-online.org

**MOOCs:**

Online ResourcesNo	Websiteaddress
1	mooc.org
2	www.couresera.com
3	www.udemy.com
4	swayam.gov.in

## Elective: Event Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022– 2023			
Semester	Course Code	Course Title	
IV	EM-03	Customer Relationship Management in Event Management	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>To aware need of risk management in event operations;</li> <li>To know the fundamental issues and application of risk management in event; and</li> <li>To understand the risk management models</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>Apart from traditional classroom teachings, students go through various Event Workshops, Event Practical. At the end of the subject, the student will have the competence in understanding the basic Principles of event management</li> </ul>			
Unit	Contents		Sessions
1	Customer Relationship Management – Definition, Determinants of CRM - Stages in the development of Customer Relationship - Functions of CRM - Role of CRM - Significance of CRM.		8
2	Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention..		8
3	Customer Relationship Management Value chain - Goals of CRM - Stages of CRM value - Customer Acquisition and Retention.		8
4	Customer portfolio strategy - Customer life cycle - Concepts of customer satisfaction and loyalty - Customer loyalty programs..		8
5	Information technology for CRM - Origin of CRM technology - CRM applications -Technology for the CRM value chain.		8
6	Case Studies and Presentation		5

### Reference Books: -

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
01	Francis Buttle	Customer Relationship Management ; Concepts and Tools	2008.	Butterworth Heinemann,
02	Peter E.Tarlow,	Customer Relationship Management: Perspectives from the market place,	2003	Butterworth Heinemann,

03	Kristin Anderson, Carol Kerr,	Customer Relationship Management	2011	Mc.Graw Hills
04	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

**Online Resources:**

Online ResourcesNo	Websiteaddress
1	<a href="https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf">https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf</a>
2	<a href="http://managementstudyguide.com/lms/course/view.php?id=291">http://managementstudyguide.com/lms/course/view.php?id=291</a>
3	<a href="https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management">https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management</a>

**MOOCs:**

Online ResourcesNo	Websiteaddress
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

## Elective: Event Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>EM-04</b>	<b>Human Resources In Event Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<ul style="list-style-type: none"> <li>• To understand the importance of human resources in the event management environment;</li> <li>• To acquire the knowledge and skills of human resources practices; and</li> <li>• To enlighten and appreciate role of human resources in organizing an event.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• At the end of the subject, the student will have the competence in understanding the human resource challenges, problems and opportunities faced by an organization in planning and execution of an event and see where recruiting the right people, training them and motivating them can make all the difference in this customer service oriented environment.</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Human Resource Management for Events: Concept of human resources management -Context and key issues of people in an event organization – organizing system and functions of HR in event management – HR Structure and Strategy - HRM in the context of both mega events and smaller scale events.		8
2	Human resources planning for event: Manpower planning – Job analysis in event operations - Recruitment sources, methods - Skill testing and selection of people for specific event.		8
3	Preparing human resources for event: Induction.-Training of employees – Training needs identification – Training methods and evaluation of training – Promotions – Performance and potential appraisal - Career development –Personnel empowerment. – Safety, welfare and employees health.		8
4	Wage and salary administration: Meaning – Purpose – developing wage and salary structure – Job evaluation – Working conditions – Services. Performance of Evaluation –Methods of evaluation - Employee morale - Stress management and quality of work life...		8
5	Labour Laws Applicable to Event management organizations: Trade Unions –  Managing Conflicts – Disciplinary Process – Collective Bargaining - Workmen’s Compensation Act, 1923 – Industrial Disputes Act, 1947 – Trade Union Act, 1926 – PF and Bonus Act.		8
6	Case Studies and Presentation		5

**Reference Books : -**

<b>Sr. No.</b>	<b>Name of the Author</b>	<b>Title of the Book</b>	<b>Year Edition</b>	<b>Publisher Company</b>
1	Lynn Van der Wagen	Human Resource Management for Events: Managing the event workforce (Events Management)	2006.	Butterworth Heinemann,
2	Venkata Ratnam CS & Srivatsava BK,	Personnel Management and Human Resources,	2003	Tata Mc-Graw Hill, New Delhi,
3	S.K.Chakravarthy	Managerial Effectiveness and Quality and Work Life	1987	TMH, New Delhi,.
4	Kotler, Philip ,	Marketing Management	2006	PHI, New Delhi

**Online Resources:**

<b>Online ResourcesNo</b>	<b>Websiteaddress</b>
1	<a href="https://study.com/academy/lesson/human-resources-management-in-event-conference-planning.html">https://study.com/academy/lesson/human-resources-management-in-event-conference-planning.html</a>
2	<a href="https://brauss.in/hrm-basic-notes.pdf">https://brauss.in/hrm-basic-notes.pdf</a>
3	<a href="https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf">https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf</a>

**MOOCs:**

<b>Online ResourcesNo</b>	<b>Websiteaddress</b>
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

## Elective: Hospitality Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>HM-03</b>	<b>Hospitality Marketing Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> <li>• To identify the service characteristics and management strategies that has an impact on hospitality marketing</li> <li>• To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors.</li> <li>• To understand the various models of consumer behavior and the factors affecting the same.</li> <li>• To understand the advertising, promotional and customer handling strategies for food and beverage.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• To understand the concept of marketing and selling</li> <li>• To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Marketing conceptual framework - marketing environment - customer oriented organization - marketing interface with other functional areas marketing in a globalized environment. - Marketing Mix		8
2	Definition - Difference between goods and Services - Characteristics of services - management strategies for service business - role of employees in service process - Internal marketing.		8
3	Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing - Monitoring and measuring customer satisfaction		8
4	Definition - Consumer Behaviour models - Factors affecting Consumer Behaviour - Cultural, Social, Personal, Psychological		8
5	Guest handling - special occasion - Advertising - promoting - merchandising food and beverage - overview identifying the media - Layout and design of advertisement - highlighting the message - Target audience - food and wine display - promoting room service - Telephone selling - persuasive and suggestive selling. Guest handling - identifying guest needs - Maintaining guest history card and records - Effective public relationship - Effective		8

	social skills - personalization. Special occasions - Type of special occasions - Creativity and Innovation - Special menu - planning - Co-ordinating the activities	
6	Case Studies and Presentation	5

Reference Books :-

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Philip Kotler, Bowen and Makens	Marketing for Hospitality & Tourism		Prentice -Hall Inc.
2	Neil Wearne	Hospitality Marketing		Hospitality Press Pvt Ltd. - Australia
3	M.K. Ram Pal & S.L. Gupta	Services Marketing		Galgotia Publishing Concept, Application & Cases Co. - New Delhi

Online Resources:

Online ResourcesNo	Websiteaddress
1	<a href="https://www.classcentral.com/course/edx-managing-marketing-in-the-hospitality-and-tourism-industry-7332">https://www.classcentral.com/course/edx-managing-marketing-in-the-hospitality-and-tourism-industry-7332</a>
2	<a href="https://study.com/academy/course/hospitality-marketing.html">https://study.com/academy/course/hospitality-marketing.html</a>

MOOCs:

Online ResourcesNo	Websiteaddress
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

### Elective: Hospitality Management

<b>Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	
<b>IV</b>	<b>HM-04</b>	<b>Accommodation Operations Management</b>	
<b>Type</b>	<b>Credits</b>	<b>Evaluation</b>	<b>Marks</b>
Core Elective	3	UE:IE	50:50
<b>Course Objectives :</b>			
<p>To define the role of marketing and discuss its core concept</p> <ul style="list-style-type: none"> <li>• To identify the service characteristics and management strategies that has an impact on hospitality marketing</li> <li>• To understand the importance of service quality and customer satisfaction in winning customers and outperforming competitors.</li> <li>• To understand the various models of consumer behavior and the factors affecting the same.</li> <li>• To understand the advertising, promotional and customer handling strategies for food and beverage.</li> </ul>			
<b>Learning Outcomes :</b>			
<ul style="list-style-type: none"> <li>• To understand the concept of marketing and selling</li> <li>• To learn the importance of advertising, sales promotion, personal selling, guest handling, customer relations in hotel industry</li> </ul>			
<b>Unit</b>	<b>Contents</b>		<b>Sessions</b>
1	Role of House Keeping in the Hotel – Guest satisfaction and repeat business..		6
2	Organization of House Keeping department in small, medium and large Hotel – Duties and responsibilities of the Executive House Keeper – Deputy House Keeper – Floor Supervisor – Chambermaid – Houseman and other staff – Function of the House Keeping department – Areas of cleaning – anagement of staff – Selection and purchase of cleaning equipment, agents and supplies – Supply of linen and staff uniforms – Security controlling costs –Budgeting – Inventories and record keeping – Dealing with guests – Lost and found		10
3	Cleaning equipment – Cleaning agents – Methods of cleaning – Cleaning public areas and standard supplies – Daily cleaning – Keys – Check out room – Occupied room– Vacant room– Evening service – Spring cleaning - Keys: computerized key cards – Control of keys.		8
4	Linen – Function of linen room – Kinds of linen – Uniforms – Storage and linen handling – Laundry and dry cleaning – Layout- Flow process – Hand wash equipment (washer, hydro-extractors, etc.) – Laundry chemicals and detergents.		8



5	Interior decoration – Flower arrangement – Floor covering – Furniture arrangement – Wall covering – Colour and lighting – Types of carpet – Maintenance of carpet.	8
6	Case Studies and Presentation	5

**Reference Books: -**

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1	Colin Dix	Accommodation Operations		
2	Jane Fellows	Housekeeping Supervision		
3	Zulfikar Mohammed	Introduction to Tourism & Hotel Industry		

**Online Resources:**

Online ResourcesNo	Websiteaddress
1	<a href="https://www.mlsu.ac.in/econtents/1186_e-book%20of%20Hotel_management_and_operations.pdf">https://www.mlsu.ac.in/econtents/1186_e-book%20of%20Hotel_management_and_operations.pdf</a>
2	<a href="https://study.com/academy/course/hotel-lodging-management-operations.html">https://study.com/academy/course/hotel-lodging-management-operations.html</a>

**MOOCs:**

Online ResourcesNo	Websiteaddress
1	<a href="https://swayam.gov.in/">https://swayam.gov.in/</a>

## Elective: Sports Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	Course Code	Course Title	
IV	SM 03	Sports Sponsorships	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
Course Objectives:			
<ul style="list-style-type: none"> <li>• Understand that sponsorships play an important role in sports at all levels;</li> <li>• Be able to discuss the positive and negative consequences of sponsorships on sports;</li> <li>• Be aware that the sponsors often perceive their support differently than sponsoring organizations;</li> <li>• Understand the Brand Spiral as it relates to developing sport sponsorship plans;</li> <li>• Apply effective marketing strategies to sell sport sponsorships; 6</li> <li>• Apply course concepts to a case study and a final project; Understand that digital technology and changing consumer behavior are change</li> </ul>			
Learning Outcomes:			
<ul style="list-style-type: none"> <li>• Syllabus is focused on developing, selling, and successfully executing sport sponsorships to meet the branding and financial needs of both sponsoring organizations and sponsors. Topics include brand event alignment, identifying potential sponsors, sales planning, negotiation, management, adding value, digital technologies, and tracking</li> </ul>			
Unit	Contents		Sessions
1	Target Segment alignment for brand and sports property - segmenting, targeting, positioning		6
2	Brand Image alignment - Measuring image, customer perception in different demographic segments, market research to understand brand perceptions.		9
3	Preparing a Sponsorship Strategy-objective of the portfolio, target demographic, stages of the customer's decision journey - awareness, consideration, purchase, loyalty.		9
4	Maximizing sponsorship impact – Using sampling & activation strategies to drive trials, usage, consumption & repeat purchase.		9
5	Measuring the ROI - return of investment of a sponsorship strategy. Key brand metrics, such as affinity and consideration, Maximize exposure and credit from consumers, Deepened customer or client loyalty Foster employee engagement and improved morale Driven sales, leads, and new business, etc		6
6	Case studies & Presentations		6

**ReferenceBooks:**

<b>Sr. No.</b>	<b>Name of the Author</b>	<b>Titleof the Book</b>	<b>YearAddition</b>	<b>Publisher Company</b>
01	WimLagae	SportsSponsorshipandMarketingCommunicationsa EuropeanPerspective	2005	
02	John A. Fortunato	Sports Sponsorship: Principles and Practices	2013	
03	KimSkildum-Reid	TheCorporateSponsorshipToolkitPaperback	2012	
04	LynnR.Kahle;ChrisRileyLawrenceErlbaumAssociates	SportsMarketingandthePsychologyofMarketingCommunication	2004	

**MOOCs:**

<b>Online ResourcesNo</b>	<b>Websiteaddress</b>
1	<a href="https://www.my-mooc.com">https://www.my-mooc.com</a>

## Elective: Sports Management

Programme: MBA (HR) CBCS - Revised Syllabus w.e.f. - Year 2022 – 2023			
Semester	CourseCode	CourseTitle	
IV	SM-04	Managing Sports Organization	
Type	Credits	Evaluation	Marks
Core Elective	3	UE:IE	50:50
CourseObjectives:			
<ul style="list-style-type: none"> <li>• To Define and understand management and organization</li> <li>• To describe and demonstrate the skills necessary in the management of an organization</li> <li>• To apply the functions of planning, organizing, leading, and evaluating to a variety of sport organizations</li> <li>• To demonstrate the concepts of strategic planning and resource allocation</li> <li>• To demonstrate effective knowledge of leadership theory and application.</li> </ul>			
LearningOutcomes:			
<p>Students will be able to demonstrate basic knowledge and understanding of fundamental principles requisite for professional success in the sport management profession. These include, but are not limited to, management theories, sport law, sport marketing, sport communication, operations management, accounting practices, and sport.</p>			
Unit	Contents		Sessions
1	Sports Organization- Definition of Sports Organization, Organization Goals, Importance of understanding Organization Goals & effectiveness.		6
2	Sports Organization's Operating Environment- Meaning, Nature of Organizational Environment, Macro Environment & Micro Environment, Relationship between an Organization's Structure and its Environment.		9
3	Sports Organization Culture- Meaning of Organization Culture, Strong VS. Weak organizational culture, Learning Organizational Culture, THICK & THIN Organizational Culture, Managing a Sports Organizational Culture.		9
4	Sports Organization Strategy- Meaning, Deliberate & Emergent Strategies, Strategy Formulation & Implementation, SWOT analysis.		9
5	Dealing With Organizational Change-Meaning of Organizational change, Planned Change, Resistance to change – Overcoming Resistance to change & plementation, Managing Resistance to change, Lewin's and Kotter's Model. Managing STRESS in work Place.		6
6	Assignments On Sports Organization- CAB, IFA, Bengal Lawn Tennis Association, SAI etc.		6

**ReferenceBooks:**

<b>Sr.No.</b>	<b>Name of the Author</b>	<b>Titleof the Book</b>	<b>YearAddition</b>	<b>Publisher Company</b>
1	Ruben Acosta Hernandez	Managing Sports Organizations	2002	Human Kinetics
2	Janet.B. Parks & Jerome Quarterman	Contemporary Sports management	2007	Human Kinetics

**MOOCs:**

<b>Online ResourcesNo</b>	<b>Websiteaddress</b>
1	<a href="https://www.my-mooc.com">https://www.my-mooc.com</a>