



# **BHARATI VIDYAPEETH**

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

\* Accredited 'A+' Grade (2017) By NAAC \*

\* 'Category -I' University Status by UGC \*

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

\* Ranked '63rd' by NIRF-2020 under University Category\*

## **CENTRE FOR DISTANCE AND ONLINE EDUCATION**

Recognized by University Grants Commission- Distance Education Bureau (UGC-DEB), New Delhi

### **FACULTY OF MANAGEMENT STUDIES**

## **MASTER OF BUSINESS ADMINISTRATION MBA**

**(Human Resources) - SDE**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

## **SYLLABUS**

**Applicable with effect from 2020-21**

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**BHARATI VIDYAPEETH**  
**(DEEMED to be UNIVERSITY), PUNE**  
**Faculty of Management Studies**  
**Centre for Distance and Online Education**

**Master of Business Administration – Human Resources SDE**  
**(MBA- HR) - SDE**  
**Revised Course Structure (To be effective from 2020-2021)**

**I. Title:**

a) **Name of the Programme: Master of Business Administration (Human Resources) MBA (HR) - SDE**

b) **Nature & duration of the Programme: Open and Distance Learning (ODL)**

**Post Graduate Degree Programme of TWO YEARS (approved by UGC – DEB).**

**II. Preamble:**

The Master of Business Administration (HR) – SDE is an **Open and Distance Learning (ODL)** two-year program offered by Bharati Vidyapeeth (Deemed to be University), Pune and conducted at its Learner Support Centres in Pune, New Delhi, Karad, Kolhapur, Sangli, and Solapur. All the Learner Support Centres have experienced faculty members, excellent Laboratories, Library, and other modern facilities to provide proper learning environment to the students. This programme is very well received by the industry.

**III. Rationale for Syllabus revision:**

The Vision and Mission statements of the MBA (HR) SDE program embodies the spirit of the mission of the University and vision of Hon'ble Dr. Patangraoji Kadam, the Founder of Bharati Vidyapeeth and 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, economy and evolving expectations of the stakeholders such as students, faculty members and industry in particular, the syllabus is revised periodically. Last revision was in the year 2018-19.

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

#### **IV. Vision Statement of MBA (HR) SDE Program:**

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

#### **V. Objectives of the MBA (HR) SDE Program:**

At Bharati Vidyapeeth (Deemed to be University), Pune the objective of MBA (HR) Program is to provide world class Business Education and develop dynamic managers, entrepreneurs and business leaders. The Program aims to enhance decision making capabilities of upcoming managers by imparting critical thinking and analytical abilities.

#### **VI. MBA(HR) Program: Program Outcomes**

On the successful completion of this Program a student shall be able to:

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

#### **VII. 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 applying in final year of Bachelor's degree may also apply.

Admission of such candidates will remain provisional admission until submission of final result certificates in original.

## VIII. Structure of the Program:

The MBA-HR program is of 72 credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the specialization courses in depth. The programme also includes Summer Training Projects of 50 days. The medium of instruction and examination will be only English.

A student would be required to complete the course within FOUR academic years from the date of admission.

## IX. Credits- 72

The definition of credits is based on the following parameters;

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

In this system each credit can be described as:

| For 2 Credits Students Should Complete Following         |  |
|--|--|
| Assignments  | 2                                      |
| Synchronous Chat   | 3 Hrs.                                 |
| Asynchronous Discussion Forum                            | 2- 10 Topics per course as per subject |
| Synchronous (Face-to-Face) Counselling Sessions (Theory) | 6 Hrs.                                 |
| e-content (in terms of units)                            | 6-8 units                              |
| Study Inputs   | 60 Hrs.                                |

## X: Examination:

### 1. A) Scheme of Examination:

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

Courses having *only Internal Assessment (IA)* the respective Learner Support Centre will evaluate the students in various ways through *Online Test, Quiz, Home 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 by Learner Support Centre's for 50 marks only (Fifty marks only).*

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

Following are the suggested components of CES,

- a) Case Study/Case let/Situation Analysis

- b) Home Assignments
- c) Industry Analysis
- d) Online Business plan
- e) Online Quiz
- f) Workbook / scrapbook
- g) Mini Research Projects

## 2. 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

| Range of Marks (%) | Grade | Grade Point |
|--------------------|-------|-------------|
| 80≤Marks≤100       | O     | 10          |
| 70≤Marks≤80        | A+    | 9           |
| 60≤Marks≤70        | A     | 8           |
| 55≤Marks≤60        | B+    | 7           |
| 50≤Marks≤55        | B     | 6           |
| 40≤Marks≤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 learner 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 learner fails in IA, the learner 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 learner passes at UE.

A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student 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 70% and 30% respectively.

GPA is calculated by adding the UE marks out of 70 and IA marks out of 30. The total marks out of 100 are converted to grade point, which will be the GPA.

### 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 learner 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 learner when he /she completes the program is the final result of the learner.

The SGPA is calculated by the formula

$$\text{SGPA} = \frac{\sum C_k * \text{GPK}}{\sum C_k}$$

where,  $C_k$  is the Credit value assigned to a course and  $\text{GPK}$  is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner 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 up to two decimal place accuracy.**

The CGPA is calculated by the following formula

$$\text{CGPA} = \frac{\sum C_k * G_{Pk}}{\sum C_k}$$

where,  $C_k$  is the Credit value assigned to a course and  $G_{Pk}$  is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner 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:**

|                |               |                                       |
|----------------|---------------|---------------------------------------|
| % marks (CGPA) | 10 * CGPA-10  | If $5.00 \leq \text{CGPA} \leq 6.00$  |
|                | 5 * CGPA+20   | If $6.00 \leq \text{CGPA} \leq 8.00$  |
|                | 10 * CGPA-20  | If $8.00 \leq \text{CGPA} \leq 9.00$  |
|                | 20 * CGPA-110 | If $9.00 \leq \text{CGPA} \leq 9.50$  |
|                | 40 * CGPA-300 | If $9.50 \leq \text{CGPA} \leq 10.00$ |

#### **Award of Honors:**

A student 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 honors are given below.

| Range of CGPA                    | Final Grade | Performance Descriptor | Equivalent Range of Marks (%)   |
|----------------------------------|-------------|------------------------|---------------------------------|
| $9.5 \leq \text{CGPA} \leq 10$   | O           | Outstanding            | $80 \leq \text{Marks} \leq 100$ |
| $9.0 \leq \text{CGPA} \leq 9.49$ | A+          | Excellent              | $70 \leq \text{Marks} \leq 80$  |
| $8.0 \leq \text{CGPA} \leq 8.99$ | A           | Very Good              | $60 \leq \text{Marks} \leq 70$  |
| $7.0 \leq \text{CGPA} \leq 7.99$ | B+          | Good                   | $55 \leq \text{Marks} \leq 60$  |
| $6.0 \leq \text{CGPA} \leq 6.99$ | B           | Average                | $50 \leq \text{Marks} \leq 55$  |
| $5.0 \leq \text{CGPA} \leq 5.99$ | C           | Satisfactory           | $40 \leq \text{Marks} \leq 50$  |
| CGPA below 5.0                   | F           | Fail                   | Marks below 40                  |



### 3. ATKT Rules:

A student is allowed to carry any number of backlog papers till semester IV. The student should clear all the backlog papers in stipulated time, for getting degree certificate.

### XI: A. Dual Specialization:

M.B.A. (HR) SDE Programme 2020-21 offers Dual Specialization to the students in second year of MBA Programme. Under dual specialization students are required to select any **Two Specialization Groups** from the list given below in 4.2.

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

The School of Distance Education (SDE) will offer the Specializations proposed only if minimum **Twenty** students opt for the same.

#### ii) Specialization Combinations:

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

| Specialization I          | Specialization II (any one of these) |
|---------------------------|--------------------------------------|
| Human Resource Management | Human Resource Management (Core)     |
|                           | Marketing Management                 |
|                           | Financial Management                 |
|                           | Information Technology Management    |
|                           | International Business Management    |
|                           | Production & Operations Management   |
|                           | Agribusiness Management              |
|                           | Retail Management                    |
|                           | Project Management                   |

#### B. Summer Internship:

At the end of Semester II, each student shall undertake Summer Internship in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Learner Support Centre about the Topic & the Organization before commencing the Summer Internship.

During Summer Internship students are expected to take necessary guidance from the faculty guide allotted by the Learner Support Centre. To do it effectively they should be in touch with their guide through e-mail or telephone.

Summer Internship Project should be a Research Projector it may be an operational assignment that involves working by the students in an organization.

#### *In case of an operational assignment*

- 1) Students are expected to do a project work in an organization wherein they are doing Summer Internship.

- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given.  
e.g.
  - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
  - b) Finance – mobilization & allocation of financial resources.
  - c) HR – Increase in employee turnover ratio.

- 3) In this study students should focus on

Identifying the reasons / factors responsible for the problems faced by the organization  
 Collection of data (Primary & Secondary) related to reasons /factors responsible for these problems  
 Data Analysis tools & interpretation  
 Findings & observations.  
 Suggestions (based on findings & observations) for improving the functioning of the organization.

The ***learning outcomes and the utility to the organization*** must be highlighted in Summer Training Project Report.

- 4) General chapterization of the report shall be as under;

- 1) Introduction and Literature Review: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
- 2) Company Profile: -
- 3) Objectives of the Study: -
- 4) Data Collection: -
- 5) Data Analysis & Interpretation: -
- 6) Findings & Observations: -
- 7) Suggestions: -

Annexure: -Questionnaire References.

5. Technical details:

- i) The report shall be printed on A-4 size white bond paper.
- ii) 12 pt. Times New Roman font shall be used with 1.5-line spacing for typing the report.
- iii) 1” margin shall be left from all the sides.
- iv) Considering the environmental issues, students are encouraged to print on both sides of the paper.
- v) The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
- vi) The report should include a Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.

- vii) The report shall be signed by the Respective Guide(s), Programme Coordinator & the Programme Director of the Learner Support Centre 20 (Twenty) days before the viva-voce examinations.
- viii) Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
- ix) In addition to this, students should prepare two soft copies of their Summer Training Project reports & submit one each in SDE Learner Support Centre in CD Forms.

The Summer Internship shall be assessed out 100 Marks. The break-up of these marks is as under;

| <b>Sr. No.</b>     | <b>Assessment Criteria</b> | <b>Marks</b>      |
|--------------------|----------------------------|-------------------|
| 1                  | Summer Internship Report   | 70 (Seventy only) |
| 2                  | Viva- voce examination     | 30 (Fifty only)   |
| <b>TOTAL MARKS</b> |                            | <b>100</b>        |

The examiners' panel shall be approved as per the SDE & University Guidelines.

The viva –voce shall evaluate the project based on

- i. Actual work done by the student in the organization
- ii. Student's knowledge about the Company & Business Environment
- iii. Learning outcomes for the Student
- iv. Utility of the Study to the Organization

## Question Paper Pattern for SDE - University Examinations

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:**

- a. Attempt any **FOUR** questions from Section I and any **THREE** questions from **SECTION II**.
- b. All questions carry **EQUAL** marks.
- c. Answers to both the Sections should be written in the **SAME** answer book.

| <b>SECTION – I</b>  |                                     | <b>40 Marks</b> |
|---|-------------------------------------|-----------------|
| <i>It should contain 06 questions covering the syllabus &amp; should test the conceptual knowledge of the students.</i> |                                     |                 |
| <b>Question</b>   |                                     | <b>Marks</b>    |
| Q.1   |                                     | (10 marks)      |
| Q.2   |                                     | (10 marks)      |
| Q.3   |                                     | (10 marks)      |
| Q.4   |                                     | (10 marks)      |
| Q.5   |                                     | (10 marks)      |
| Q.6.  | Write <b>Short Notes</b> on ANY TWO | (10 marks)      |
| <b>SECTION – II</b>   |                                     | <b>30 Marks</b> |
| <i>It should contain 04 questions covering the entire syllabus &amp; should be based on application of the Concepts</i> |                                     |                 |
|   |                                     |                 |
| Q.6.  |                                     | (10 marks)      |
| Q.7.  |                                     | (10 marks)      |
| Q.8.  |                                     | (10 marks)      |
| Q.9.  |                                     | (10 marks)      |

### XII. 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               | 17             | 850                       |
| II              | 17             | 850                       |
| III             | 23             | 950                       |
| IV              | 15             | 750                       |
| <b>Total</b>    | <b>72</b>      | <b>3400</b>               |

The detailed structure is as follows

**MBA(HR)– SDE – Semester I**

| Course Code | Semester – I                         | Credits   | UE         | IE         | Total Marks |
|-------------|--------------------------------------|-----------|------------|------------|-------------|
| 101         | Management Concepts & Applications   | 2         | 70         | 30         | 100         |
| 102         | Managerial Economics                 | 2         | 70         | 30         | 100         |
| 103         | Financial & Management Accounting    | 2         | 70         | 30         | 100         |
| 104         | Organizational Behavior              | 2         | 70         | 30         | 100         |
| 105         | Statistical Techniques               | 2         | 70         | 30         | 100         |
| 106         | Legal Aspects of Business            | 2         | 70         | 30         | 100         |
| 107         | Business Communication               | 2         | 70         | 30         | 100         |
| 108         | Data Analysis Using advance - Excel# | 2         | -          | 100        | 100         |
| See below   | Open 1#                              | 1         | -          | 50         | 50          |
|             | <b>Total No. of Credits</b>          | <b>17</b> | <b>490</b> | <b>360</b> | <b>850</b>  |

**# Departmental Papers: 108 & Open 1**

**108 & Open 1** are departmental papers; the Internal Examination and Evaluation of these papers will be done at Learner Support Centres.

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

| Course Code | Open Course                        |
|-------------|------------------------------------|
| 109         | Computers Application for Business |
| 110         | Social Media Management            |
| 111         | Current Affairs                    |

**MBA (HR)– SDE – Semester II**

| Course Code | Semester II                                    | Credits   | UE         | IE         | Total Marks |
|-------------|--|-----------|------------|------------|-------------|
| 201         | Marketing Management                           | 2         | 70         | 30         | 100         |
| 202         | Financial Management                           | 2         | 70         | 30         | 100         |
| 203         | Human Resource Management                      | 2         | 70         | 30         | 100         |
| 204         | International Business                         | 2         | 70         | 30         | 100         |
| 205         | Production & Operations Management             | 2         | 70         | 30         | 100         |
| 206         | Research Methodology                           | 2         | 70         | 30         | 100         |
| 207         | Organization Development and Change Management | 2         | 70         | 30         | 100         |
| 208         | Business Ethics and Corporate Governance       | 2         | -          | 100        | 100         |
| See below   | Open 2   | 1         | -          | 50         | 50          |
|             | <b>Total No. Credits</b>                       | <b>17</b> | <b>590</b> | <b>260</b> | <b>850</b>  |

### # Departmental Papers: 208 & Open 2

**208 & Open 2** are departmental papers; the Internal Examination and Evaluation of these papers will be done at Learner Support Centres.

*Open Courses: Any one course from the following*

| Course Code | Open course                         |
|-------------|-------------------------------------|
| 209         | Introduction to Business Analytics  |
| 210         | E-Commerce Applications             |
| 211         | Managerial Skills for Effectiveness |

**\*\* 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.**

### MBA (HR) – SDE – Semester III

| Course Code       | Semester – III   | Credits | UE  | IE  | Total Marks |
|-------------------|--|---------|-----|-----|-------------|
| 301               | Strategic Management   | 2       | 70  | 30  | 100         |
| 302               | Operations Research For Managers                                     | 2       | 70  | 30  | 100         |
| 303               | Entrepreneurship Development and Innovation Management               | 2       | 70  | 30  | 100         |
| <b>HR01</b>       | Specialization I - E-(i):<br>Human Resource Planning and Development | 2       | 70  | 30  | 100         |
| <b>HR02</b>       | Specialization I - E-(ii): Labor Laws - I                            | 2       | 70  | 30  | 100         |
| <b>See groups</b> | Specialization II - E-(i)  | 2       | 70  | 30  | 100         |
|                   | Specialization II - E-(ii)   | 2       | 70  | 30  | 100         |
| 304               | **Summer Internship  | 6       | 100 | -   | 100         |
| 305               | Cross Cultural Issues & International HRM#                           | 2       | -   | 100 | 100         |
| See below         | Open 3#  | 1       | -   | 50  | 50          |
|                   | <b>Total No. of Credits</b>  | 23      | 590 | 360 | 950         |

### # Departmental Papers: 305 & Open 3

**305 & Open 3** are departmental papers; the Internal Examination and Evaluation of these papers will be done at Learner Support Centres.

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

| Course Code | Open Course            |
|-------------|------------------------|
| 306         | Digital Marketing      |
| 307         | Corporate Taxation     |
| 308         | Negotiation Management |

**MBA (HR) – SDE – Semester IV**

| Course Code       | Semester IV  | Credits | UE  | IE  | Total Marks |
|-------------------|--|---------|-----|-----|-------------|
| 401               | Project Management   | 2       | 70  | 30  | 100         |
| HR03              | Specialization I - E-(iii)<br>Compensation and Benefits Management         | 2       | 70  | 30  | 100         |
| HR04              | Specialization I - E-(iv)<br>Competency Mapping and Performance Management | 2       | 70  | 30  | 100         |
| <b>See groups</b> | Specialization II - E-(iii)  | 2       | 70  | 30  | 100         |
| <b>See groups</b> | Specialization II - E-(iv)   | 2       | 70  | 30  | 100         |
| 402               | Environment & Disaster Management  | 2       | -   | 100 | 100         |
| 403               | Labor Laws II  | 2       | -   | 100 | 100         |
| See below         | Open 4#  | 1       | -   | 50  | 50          |
|                   | <b>Total No. Credits</b>   | 15      | 350 | 400 | 750         |

**# Departmental Papers: 403 & Open 4**

**403& Open 4** are departmental papers; the Internal Examination and Evaluation of these papers will be done at Learner Support Centres.

*Open Courses: Any one course from the following*

| Course Code | Open course                          |
|-------------|--------------------------------------|
| 404         | Introduction to Data Science         |
| 405         | Artificial Intelligence for Managers |
| 406         | HR Analytics                         |

## LIST OF SPECIALIZATION - ELECTIVES

### Elective: Marketing Management :

| <b>Sem III</b> |                                       |
|----------------|---------------------------------------|
| <b>Code.</b>   | <b>Name of the Course</b>             |
| MK01           | Consumer Behavior                     |
| 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>CORE HR</b> |                                      |
|----------------|---|----------------|--------------------------------------|
| <b>Code.</b>   | <b>Name of the Course</b>                     | <b>Code.</b>   | <b>Name of the Course</b>            |
| HR01           | Human Resource Planning and Development       | HR05           | Employee Relations and Labor Welfare |
| HR02           | Labor Laws                                    | HR06           | HRD Instruments                      |
| <b>Sem IV</b>  |   | <b>Sem IV</b>  |                                      |
| HR03           | Compensation and Benefits Management          | HR07           | Negotiation and Counseling           |
| HR04           | Competency Mapping and Performance Management | HR08           | 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 & Operations Management**

**Sem III**

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

Elective: **Information Technology Management**

**Sem III**

| <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**

**Sem III**

| <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**

**Sem III**

| <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 Management**

**Sem III**

| <b>Code.</b>  | <b>Name of the Course</b>                 |
|---------------|---|
| PR01          | Project Risk Management                   |
| PR 02         | Microsoft Project 2010                    |
| <b>Sem IV</b> |   |
| PR 03         | Advance Project Management                |
|               | Scanning Business Environment for Project |

**Centre for Distance and Online Education**

**MBA (HR) – SDE**

**SEMESTER I**

**SYLLABUS**

**(w.e.f. 2020 – 21)**

| Programme: MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                      |               |
|---|-------------|--------------------------------------|---------------|
| Semester  | Course Code | Course Title                         |               |
| I   | 101         | Management Concepts and Applications |               |
| Type  | Credits     | Evaluation                           | Marks         |
| Core  | 2           | CES                                  | UE:IE = 70:30 |

Course Objectives:

- 1) To understand the basic Management Concepts and Skills.
- 2) To study the Principles and Functions of Management.
- 3) To learn the Applications of Principles of Management.
- 4) To familiar with the Functional areas of management.
- 5) To study the Leadership styles in the organization.
- 6) To expose to the Recent trends in management.

Learning Outcomes:

- On completion of this course, the students will be able to
- 1) Understand the Management Concepts and Managerial Skills.
  - 2) Focus on the Principles and Functions of Management.
  - 3) Learn to apply the Principles of Management in practice.
  - 4) Familiarize with the Functional areas of management.
  - 5) Use the effective Leadership styles in the organization.
  - 6) Recognize the Recent trends in management.

| Unit | Contents  |
|------|---|
| 1    | <b>Introduction to Management:</b><br>Definition and meaning of Management, Characteristics of Management, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Managerial Skills, Functions of Management - Planning, Organizing, Staffing, Directing and Controlling. concept of "POSDCORB".  |
| 2    | <b>Planning:</b><br>Meaning of Planning, Nature and importance of Planning, Process of Planning, Principles of Planning, Types of Plans - Single Use Plans - Repeated Use Plans, Types of Objectives, Setting Objectives, Management by Objectives (MBO), Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and Vroom-Jago Model.   |
| 3    | <b>Organizing:</b><br>Meaning of Organizing, Process of Organizing and Creation of Organization structure, Types of organizational structures - Formal and Informal,<br><b>Staffing:</b><br>Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Placement of employees, Departmentalization - Bases of Departmentalization, Line and Staff Relationship. |
| 4    | <b>Directing:</b><br>Meaning of Directing, Principles of Directing, Leadership Styles, Span of Management - Determinants of Span of Management, Centralization and Decentralization, Authority,   |

|          |   |
|----------|---|
|          | Responsibility and Accountability, Delegation of Authority - Advantages of Effective Delegation. Barriers to effective Delegation-Guidelines for effective Delegation-Distinctions between Delegation & Decentralization.   |
| <b>5</b> | <b>Controlling:</b><br>Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Relationship between Planning and Controlling, Use of IT for Controlling, Control techniques, Zero Base Budgeting and Management audit. |
| <b>6</b> | <b>Functional Departments and Sections - HR, Marketing, Production &amp; Operations, Finance, etc.</b><br><b>Introduction to Business Sectors:</b> Manufacturing (Automobile, Pharmaceutical, etc.), Service (IT, Telecom, Banking, Insurance, etc.), Management of SMEs.                             |

### Reference Books:

| Sr.No.            | Name of the Author                        | Title of the Book                      | Year Addition | Publisher Company          |
|-------------------|---|--|---------------|----------------------------|
| 1 – National      | S.A. Sherlekar and V.S. Sherlekar         | Principles of Business Management      |               | Himalaya Publishing House. |
| 2 – National      | Dr. T. Ramasamy                           | Principles and Practice of Management  |               | Himalaya Publishing House. |
| 3 – National      | L.M. Prasad                               | Principles and Practice of Management, |               | Sultan Chand & Sons        |
| 4 – International | Koontz, Weihrich and A. RamchandraAryasri | Principles of Management               |               | Tata McGraw-Hill.          |
| 5 – International | Peter F. Drucker                          | Practice of Management                 |               | Harper Business.           |
| 6 – International | Richard L. Daft                           | Principles of Management               |               | Cengage Learning.          |
| 7-Lead Textbook   | Pravin Durai                              | Principles of Management – Text        | 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> <a href="https://india.gov.in/">https://india.gov.in/</a><br><a href="http://pmindia.gov.in/en/">http://pmindia.gov.in/en/</a> <a href="http://www.makeinindia.com/policy/new-initiatives">http://www.makeinindia.com/policy/new-initiatives</a><br><a href="https://mygov.in/group/digital-india">https://mygov.in/group/digital-india</a><br><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> |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                      |               |
|---|-------------|----------------------|---------------|
| Semester  | Course Code | Course Title         |               |
| I   | 102         | Managerial Economics |               |
| Type  | Credits     | Evaluation           | Marks         |
| Core  | 2           | CES                  | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives:

- i) To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision making.
- ii) To prepare the students for the use of managerial economics tools and techniques in specific business settings.
- iii) Comprehend how changes in the environment in which firms operate influence their decision-making.
- iv) To develop managerial skills for developing business strategy at the firm level.
- v) To understand recent developments in strategic thinking and how it is applied to economic decision making.
- vi) Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them.

Learning Outcomes:

- i) Understand the role of managers in firms.
- ii) Analyze the demand and supply conditions and assess the position of a company.
- iii) Estimation of production function and finding out optimal combination of input using Isoquant and Isocost.
- iv) Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market.
- v) Enable to know the importance of various sectors of the economy and their contribution towards national income.
- vi) Investigate potential output and compute output gaps and diagnose the outlook for the economy.

| Unit No. | Contents   |
|----------|--|
| 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.  |
| 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. |
| 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.                   |

|          |  |
|----------|--|
| 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).   |
| 5        | Market Structure - Introduction to different types of Market- <i>Price Determination under Perfect Competition</i> - Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition.<br><i>Pricing Under Imperfect Competition</i> - 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.  |
| Activity | Students are required to prepare workbook (practical file) -Hands on practice towards diagrams of Demand, Supply, Markets and price determination.<br>News from economic times –For Policy Making, Industry related and country specific.<br>Applications of managerial economics in different firms.<br>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:**

| Resources No | Web site address   |
|--------------|--|
| 1            | Swayam –IIT<br><a href="https://swayam.gov.in/nd1_noc20_mg20/preview">https://swayam.gov.in/nd1_noc20_mg20/preview</a>   |
| 2            | Swayam –IIM<br><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> |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
|---|-------------|--|---------------|
| Semester  | Course Code | Course Title                               |               |
| I   | 103         | <b>Financial and Management Accounting</b> |               |
| Type  | Credits     | Evaluation                                 | Marks         |
| Core  | 2           | CES  | UE:IE = 70:30 |

#### Course Objectives:

- i) To acquaint the learners with the fundamentals of Financial Accounting.
- ii) To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
- iii) To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)
- iv) To introduce the concepts of Cost and Management Accounting
- v) To orient the students about application of budgetary control as a technique of Management Accounting
- vi) To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting.

#### Learning Outcomes:

- I. Learners will be able to know the fundamentals of Financial Accounting and Accounting
- II. Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor
- III. Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS)
- IV. Learners will be familiar with concepts of Cost and management Accounting
- V. Learners will be able to apply the technique of Budgetary Control
- VI. Learners will be able to apply the technique of Standard Costing and Marginal Costing.

| Name :-     | Syllabus – Financial and Management Accounting  |
|-------------|---|
| Unit No : 1 | <b>Introduction to Financial Accounting</b><br>Financial Accounting: Definition, Objectives and Scope<br>Accounting Concepts and Conventions, GAAP, Branches of Accounting<br>Accounting Cycle, End Users of Financial Statements   |
| Unit No : 2 | <b>Accounting Mechanics</b><br>Principles of Double Entry Book-Keeping, Journal<br>Ledger and Preparation of Trial Balance<br>Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor  |
| Unit No : 3 | <b>Introduction to International Accounting Standards</b><br>Development of international accounting Standards and financial reporting rules<br>. Role of ICAI and Ministry of Corporate affairs in setting up Accounting Standards.<br>Need and Advantages of International Financial Reporting Standards (IFRS)<br>IFRS for Small and Medium Enterprises(SMEs). |
| Unit No : 4 | <b>Introduction to Cost and Management Accounting</b><br>Cost Accounting: Meaning and Importance<br>Classification of Costs, Preparation of Cost Sheet  |



|            |   |
|------------|---|
|            | Management Accounting: Definition, Nature and Scope<br>Distinction between Financial Accounting and Management Accounting   |
| Unit No: 5 | <b>Techniques of Management Accounting (Budgetary Control)</b><br>Meaning, Objectives, Advantages and Limitations of Budgetary<br>Control Types of Budgets<br>Preparation of Flexible Budget and Cash Budget  |
| Unit No: 6 | <b>Techniques of Management Accounting (Standard Costing and Marginal Costing)</b><br>Meaning of Standard Costing, steps to implement Standard Costing<br>Variance Analysis of Material and labor Costs<br>Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of<br>Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even<br>Analysis and Margin of Safety |

### Reference Books:

| Reference Books (Publisher) | Name of the Author                                      | Title of the Book                                      | Year Addition            | 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:

| Resources No | Web site address  |
|--------------|---|
| 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>       |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                         |                     |
|---|-------------|-------------------------|---------------------|
| Semester  | Course Code | Course Title            |                     |
| I   | 104         | Organizational Behavior |                     |
| Type  | Credits     | Evaluation              | Marks               |
| Full Credit   | 2           | CES-                    | UE:IE = 70:30 - 100 |

#### Course Objectives:

- i) To create Dynamic and Effective Business Professionals and Leaders.
- ii) To transform the individuals to cater to the needs of the society and contribute to Nation building
- iii) To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior.
- iv) To improve Organizational Behavior by having a sound knowledge of cultural differences.

#### Learning Outcomes:

- i) Understand the expected individual and team behavior in business world.
- ii) The awareness of applicable leadership qualities for entrepreneurs / corporate / managers.
- iii) To develop skills and inculcate motivational concepts.
- iv) To be aware of individual, cultural difficulties of organizations and to be able to master over them.

| Unit No. | Contents  |
|----------|---|
| 1        | Introduction to Organizational Behavior – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioral science disciplines - Challenges and Opportunities for OB managers - Models of OB study  |
| 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                                       |
| 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 |
| 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, <b>Teams:</b> team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams,   |

|   |  |
|---|--|
|   | Team Dynamics: decision-making behavior, dysfunctional teams, understanding teams - creating effective teams.<br>Conflict - Process - Conflict management  |
| 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 - Blake and Mouton theory - Fielders model - Likert's model.<br>Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership |
| 6 | The Organization System: Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress,<br>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.                        |

### Reference Books:

| Sr. No.         | Name of the Author                  | Title of the Book        | Year Addition                 | 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=Jla7vP3gyL4">https://www.youtube.com/watch?v=Jla7vP3gyL4</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           |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                        |               |
|---|-------------|------------------------|---------------|
| Semester  | Course Code | Course Title           |               |
| I   | 105         | Statistical Techniques |               |
| Type  | Credits     | Evaluation             | Marks         |
| Core  | 2           | CES                    | UE:IE = 70:30 |

#### Course Objectives:

- I. To introduce to the learner, the importance of statistical techniques in business applications
- II. To familiarize with the basic concepts of statistical techniques.
- III. To expose to the Graphical representation of data.
- IV. To impart skills in computation and application of correlation and regression.
- V. To understand the basics of probability and testing of hypotheses

#### Learning Outcomes:

- After learning the concepts of Statistical Techniques, students will be able to have a
- I) Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis
  - II) Have clear understanding of various statistical tools and their applications in Business.
  - III) Analyze the importance of Statistical Techniques in different functional areas of Management.
  - IV) Apply Correlation and Regression Techniques in Business applications.
  - V) To apply the statistical techniques to small data sets for analysis and interpretation

| Name : -    | Contents   |
|-------------|--|
| Unit No : 1 | Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Scope and Applications of Statistics. Advantages and limitations of Statistics.<br>Sources of data – Primary and secondary, Universe or Population, Sample, Concept of Sampling, Advantages of Sampling, Types of Sampling.<br>Classification, Tabulation and Presentation of Data, Requisites of a good classification, Types of classification, Methods of classification, Tabulation - Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon , Frequency curve, Ogive curves |
| Unit No : 2 | <b>Measures of Central Tendency and Dispersion:</b><br>Statistical Averages - Arithmetic mean, Median and Mode, Positional averages - Quartiles, deciles and percentiles.<br>Dispersion – Range - Quartile deviations, Mean deviation ,Standard  |

|             |   |
|-------------|---|
|             | Deviation -Properties of standard deviation, Variance, Coefficient of Variation. Applications in business and management.   |
| Unit No : 3 | <b>Correlation:</b> Correlation, Types of Correlation, Scatter diagram, Karl Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient. Association of attributes. |
| Unit No : 4 | Regression - Regression analysis, Regression lines, Regression coefficients. Business application.  |
| Unit No : 5 | Elementary probability concepts, Probability Distributions- Binomial, Poisson and Normal Distribution   |
| Unit no 6   | Introduction to Testing of Hypothesis: Null and alternate hypothesis, Significance Level, type I and Type II error, Chi – Square Test.  |

### Reference Books:

| Reference Books (Publisher) | Name of the Author                 | Title of the Book                     | Year Addition | 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>   |

|   |             |                           |               |
|---|-------------|---------------------------|---------------|
| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                           |               |
| Semester  | Course Code | Course Title              |               |
| I   | 106         | Legal Aspects of Business |               |
| Type  | Credits     | Evaluation                | Marks         |
| Core  | 2           | CES                       | UE:IE = 70:30 |

**Course Objectives:**

**Subject / Course Objectives:**

- i) To create Dynamic and Effective Business Professionals
- ii) To transform the stake holders to cater to the needs of the society and contribute to Nation building
- iii) To improve decision making by having a sound knowledge of law.
- iv) To develop entrepreneurs to register different aspects of their business under the law.

- I) To extrapolate the legal knowledge to business.
- II) The graduates' attributes reflect legal knowledge and understanding global Competencies.
- III) To demonstrate domain comprehensive knowledge. IV) To articulate with business skills.
- V) To inculcate the culture of abiding law. VI) To Develop a coherent approach.

| Units  | Contents   |
|--------|--|
| Unit 1 | - Introduction to Business laws, structure and sources of law,<br><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<br><b>Contracts of Guarantee and indemnity, Bailment, Pledge</b> |
| Unit 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  |
| Unit 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.<br><b>Law of Negotiable Instruments</b> – Characteristics of Negotiable Instruments Types of Negotiable Instruments, Classification of negotiable instruments.                       |

|        |  |
|--------|--|
| Unit 4 | <p><b>Consumer Protection Act</b>-Introduction, Definitions – consumer, complaint, complainant, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers</p> <p><b>The Partnership Act, 1932</b> - types of partners, formation of partnership, rights and liabilities of partners.</p>  |
| Unit 5 | <p><b>The Company’s Act, 2013 (Amended)</b>: Introduction and types of companies, Formation of a Company, Memorandum of Association, Articles of Association, Winding up.</p> <p>Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution, Arbitration agreement, Arbitral Tribunal, Arbitral proceedings.</p>  |
| Unit 6 | <p><b>Information Technology Act, 2000 Amended 2018</b>, Definition - —Certifying Authority, Controller,</p> <p>Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences</p> <p>Intellectual Property Laws- Introduction and types of IPR, Whistleblower Protection Act 2014. Introduction, Definitions, Salient Features, importance of the act</p> |

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

#### Reference Books:

| Reference Books (Publisher) | Name of the Author | Title of the Book          | Year Addition | 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-">http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-</a> |

|   |   |
|---|---|
|   | <a href="#">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          |



| Course : MBA (HR)- SDE - CBCS 2020 - w.e.f. - Year 2020 - 2021 |             |                        |              |
|--|-------------|------------------------|--------------|
| Semester   | Course Code | Course Title           |              |
| I  | 107         | Business Communication |              |
| Type   | Credits     | Evaluation             | Marks        |
| Core   | 2           | CES                    | UE:IE =70:30 |

| Course Objectives:  |
|---|
| <ul style="list-style-type: none"> <li>i) To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication.</li> <li>ii) To enable students to comprehend the different dimensions of Business Communication.</li> <li>iii) To enlighten about the communications strategy for managers.</li> </ul>  |
| Learning Outcomes:  |
| <ul style="list-style-type: none"> <li>i) The Students should be able to communicate effectively in professional circles.</li> <li>ii) There should be a positive change in the oral and written communication skills of the students after studying the subject.</li> <li>iii) The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently.</li> </ul> |

| Unit No. | Contents  |
|----------|---|
| 01       | <u>Basic Principles of Communication:</u><br>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   |
| 02       | <u>Communication in Organizations</u><br>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.<br>Feedback, types of feedback, importance of feedback<br>Intra-organizational communication, inter-organizational communication.<br>Inter-cultural communication – guidelines for effective communication across cultures |
| 03       | <u>Developing Oral Business Communication Skills:</u> Introduction, Advantages of Oral Communication, Speech Writing, Creative Writing, Public Speaking, Presentation Skills –Techniques for effective Presentations, Qualities of a skillful Presenter. Exercises for Oral Communications – Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz  |
| 04       | <u>The Importance of Listening and Reading Skills:</u><br>Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context<br>Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading.   |
| 05       | <u>Guidelines for Written Business Communication:</u><br>Introduction, General Principles of Writing, Principles of Business Writing  |

|   |   |
|---|---|
|   | <p><u>Internal Business Communication</u>: Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices, Meetings, Notices, agenda, minutes of the meeting<br/>Communicating through Email, Communication with Shareholders</p> <p><u>External Business Communication</u>– <i>Writing Business Letters</i>: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, enquiry letters, trade reference letters, etc<br/>Letters from Purchase department, Letters from the Sales/Marketing Department, Accounts department, Personnel department, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, Letters of enquiry, dealing with complaints)<br/>Exercises for Written Communications: Essay writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, &amp; preparing Press notes, Letter Of Acceptance, Letter Of Resignation</p> <p><u>Writing Business Reports</u>: Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation</p> <p><u>Employment Communication</u> – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment<br/>Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews, Preparation for GD and Interviews.</p> |
| 6 | <p><u>Technology enabled communication</u>–role of technology, different forms of technology for communication, Telephone Etiquette, Netiquette</p> <p><u>Communication Strategy for Managers</u>: Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication</p>   |

### Reference Books:

| Sr. No.         | Name of Author                        | Title of the Book   | Publisher                    |
|-----------------|---------------------------------------|---|------------------------------|
| 1 National      | MeenakshiRaman,Prakash Singh          | Business Communication  | Oxford Higher Education      |
| 2 National      | R.K.Madhukar                          | Business Communication  | Vikas Publications           |
| 3 National      | UrmilaRai, 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:

| Resource No. | Website Address   |
|--------------|---|
| 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:  |  |
|---------|--|
| Sr. No. | Details  |
| 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  |

**Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021**

| Semester | Course Code | Course Title                        |          |
|----------|-------------|-------------------------------------|----------|
| I        | 108         | Data Analysis Using Advance – Excel |          |
| Type     | Credits     | Evaluation                          | Marks    |
| Open     | 2           | CES                                 | IE = 100 |

**Course Objectives:**

i) To train the student for using the spreadsheet package MS-Excel for business applications. To impart skills of analyzing data and presenting it using MS-Excel.

**Learning Outcomes:**

Understand the different functions of MS Excel  
Use MS Excel for analysis of Data

| Unit No. | Contents  |
|----------|---|
| 1        | <p><b>Introduction to Excel</b></p> <p>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.</p> |
| 2        | <p><b>Working with Excel</b></p> <p>Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.</p>   |
| 3        | <p><b>Conditional Formatting</b></p> <p>Once defined, it will automatically change the formats as per conditions user puts</p>  |
| 4        | <p><b>Commonly used functions</b></p> <p>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</p>  |
| 5        | <p><b>Data Viewing and Reviewing</b></p> <p>Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc</p>   |
| 6        | <p><b>Creating and managing charts</b></p> <p>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</p>  |

**Reference Books:**

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

| <b>Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |             |   |       |
|--|-------------|---|-------|
| Semester   | Course Code | Course Title                              |       |
| I  | 109         | <b>Computers Application for Business</b> |       |
| Type   | Credits     | Evaluation                                | Marks |
| Open   | 1           | CES                                       | IE=50 |

### Course Objectives

- i) To impart the IT skills and Knowledge required for managers.
- ii) To help the students understand the basics of computer technology and Networking
- iii) To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point
- iv) To orient the students about the E-Commerce technology and its applications in Business world.
- v) To help the students understand various Information Systems implemented in organizations
- vi) To acquaint the students with various current trends and concepts of computer Technology.

### Learning Outcomes:

- i) Students will be able to gain the basic knowledge of Computer Technology
- ii) Students will be able to know the basics of computer technology and Networking
- iii) Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point
- iv) Students will understand the E-commerce technology and its applications
- v) Students will have a greater understanding of with Information Systems implemented in organizations
- vi) Students will be familiar with new terms and trends of computer technology

| Unit No. | Contents   |
|----------|--|
| 1        | <b>Introduction to Computer Technology</b> , Basic operations and connecting Devices and External Operating devices,<br>Types of Software: (system, Utility, Applications)<br>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),<br>software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems |

|   |  |
|---|--|
| 2 | <b>Networking:</b> Definition of Network, Types of Networks, Advantages of Networks, <b>Internet:</b> Definition, concept, advantages, threats, applications   |
| 3 | <b>Microsoft Word, Microsoft Excel, Microsoft PowerPoint:</b><br><b>IT Skills: Lab sessions necessary</b><br>Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc<br><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.<br><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.   |
| 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 | Current trends- Integrated enterprise system (ERP, CRM, and SCM), COBIT- IT governance tool, ITIL, changing role of CIO. 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.  |
| 7 | Latest terms in computer technology: Definition and concept of Agile Development, Big Data, Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, Machine Learning, GUI (Graphical user Interface), XaaS (Technology as a Service such as SaaS, Analytics as a Service) ., Audio-visual communication/ meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business  |

## 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,<br>Pradeep Kumar | Computer Application in Management                  |              | Anmol Publications   |
| 4 – International | Geoff Walsham                 | “Interpreting Information Systems in Organizations” |              | The Global Text Project , 2011,<br><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/departement/mba/studymet/ManagmentInformationSystem.pdf">https://www.sigc.edu/departement/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>   |



**Course: MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021**

|          |             |                         |       |
|----------|-------------|-------------------------|-------|
| Semester | Course Code | Course Title            |       |
| I        | 110         | Social Media Management |       |
| Type     | Credits     | Evaluation              | Marks |
| Open     | 1           | CES                     | IE-50 |

**Course Objectives:**

- i) To understand the concept of Social Media and its utility in marketing efforts.
- ii) To study the implementation of social media campaign.
- iii) To study the importance of social media in the promotion of a product or service.

**Learning Outcomes:**

- i) Effective utilization of Social Media in connecting with the target market.
- ii) Using the social media for the implementation of marketing strategies

| Unit No. | Contents  |
|----------|---|
| 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        | 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   |
| 3        |   |
| 4        | Designing the metrics with which you can measure the growth based on:<br><br>Number of group members<br>Engagement on your live videos<br>Engagement on your daily posts<br>Questions your group is asking  |
| 5        | 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  |
| 6        | 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   |
| 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.<br><br>Project/blog or website in development of content and hosting YouTube channel to be designed by the students in the area of their interest |

### Reference Books:

| Sr.No.             | Name of the Author | Title of the Book   | Year Addition | Publisher Company                           |
|--------------------|--------------------|---|---------------|---|
| 1<br>International | Jeff Abston        | <b>Youtube Growth Hacking</b>   | 2018          | CreateSpace Independent Publishing Platform |
| 2<br>International | Gary Vaynerchuk    | <b>Crushing It</b>  | 2018          | Harper Business                             |
| 3<br>International | Donald Miller      | <b>Building a StoryBrand: Clarify Your Message So Customers Will Listen</b> | 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_1a.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=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE">https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&amp;utm_medium=udemyads&amp;utm_campaign=DSA_Catchall_1a.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=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-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_pgc_google_search_highintent-25-64_t1_all&amp;utm_content=social_media_course&amp;utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&amp;gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW61_qg_cc4F6ZtE9L3B15Z_Ldr343-RNgNUa-r-a7LdQNhoCTUgQAvD_BwE">https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&amp;utm_medium=Search&amp;utm_campaign=mv_dm_pgc_google_search_highintent-25-64_t1_all&amp;utm_content=social_media_course&amp;utm_term=%2Bsocial%20%2Bmedia%20%2Bcourse&amp;gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW61_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>   |

| Course: MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                 |       |
|--|-------------|-----------------|-------|
| Semester   | Course Code | Course Title    |       |
| I  | 111         | Current Affairs |       |
| Type   | Credits     | Evaluation      | Marks |
| Open   | 1           | CES             | 50    |

| Course Objectives: |   |
|--------------------|---|
| i)                 | Apply the knowledge of management theories and practices in resolving the business problems.                                      |
| ii)                | Foster analytical and critical thinking abilities for data-based decision making.   |
| iii)               | Learn new technologies with ease and be productive at all times   |
| iv)                | Read, write, and contribute to Business literature  |
| v)                 | Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. |
| Learning Outcomes: |   |
| I)                 | To enable the students to take decisions related to critical current business issues.   |
| II)                | To be able to Interpret and understand the current business issues.   |
| III)               | To analyze business current affairs.  |
| vi)                | To comprehend the current affairs and its implications on businesses at national and international level.                         |

| Unit | Contents   |
|------|--|
| 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.   |
| 2    | Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in Industry  |
| 3    | Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission<br>Sustainability – Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy etc.  |
| 4    | Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers.<br>Global Trade Treaties, RCEP, NAFTA, G20, Brexit  |
| 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> |

|          |   |
|----------|---|
| <b>6</b> | 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 Addition | 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 No | Web site address   |
|---------------------|--|
| 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                   | <b>Open Textbook Library</b> <a href="https://open.umn.edu/opentextbooks/textbooks/international-business">https://open.umn.edu/opentextbooks/textbooks/international-business</a> |

**MOOCs:**

| Resources No                           | Web site address  |
|--|---|
| 1. Economics                           | <a href="https://www.es.corporatefinanceinstitute.com">https://www.es.corporatefinanceinstitute.com</a>   |
| 2. Politics                            | <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>         |
| 3. Business                            | EDX <a href="https://www.edx.org/learn/international-business">https://www.edx.org/learn/international-business</a>   |
| 4. Leadership                          | <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> |
| 5. International Financial Environment | <a href="https://nptel.ac.in/courses/110105031/">https://nptel.ac.in/courses/110105031/</a>   |

**CENTRE FOR DISTANCE AND ONLINE  
EDUCATION, MBA(HR)**

**SEMESTER II**

**SYLLABUS**

**(w.e.f. 2020\_21)**

| Course: MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                      |               |
|--|-------------|----------------------|---------------|
| Semester   | Course Code | Course Title         |               |
| II   | 201         | Marketing Management |               |
| Type   | Credits     | Evaluation           | Marks         |
| Core   | 2           | CES                  | UE:IE = 70:30 |

**Course Objectives:**

**Course Objectives:**

- i) To understand the core concepts of Marketing and approaches to Marketing.
- ii) To differentiate the Marketing and Selling processes.
- iii) To study the Marketing Environment and understand its influence on Marketing Decisions.
- iv) To study the concept of Segmentation, Targeting and Positioning.
- v) To understand the Marketing Mix Elements and their utility in Marketing.
- vi) To Study the concept of Marketing Research and Marketing Information Systems.

**Course Outcomes:**

- i) Gain a solid understanding of key marketing concepts and skills.
- ii) 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.
- iii) 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.
- iv) 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.
- v) Develop strong marketing research plans and persuasively communicate your recommendations and rationale.
- vi) Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy

| Unit No. | Contents  |
|----------|---|
| 1        | <p>Basics of Marketing: Definition and meaning of Marketing, Core concepts of Marketing - Need, Want, Demand, Value, Exchange, Customer satisfaction &amp; Customer delight, Differentiation between Sales and Marketing, Approaches to Marketing - Product, Production, Sales, Marketing, Societal and Relational. Marketing environment - Micro and Macro marketing environment</p>   |
| 2        | <p>Definition and meaning of consumer behaviour, importance of consumer behaviour, different buying roles, buying motives and its types, buying decision making process.</p>  |
| 3        | <p>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.</p> <p>Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing.</p> <p>Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.</p>  |
| 4        | <p>Marketing Mix: Concept, Seven P's of marketing mix:</p> <p>Product – meaning, levels of product, product mix- product line – decisions : line stretching, filling, pruning , width, length, depth. Product 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- 5 Ms. of Advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.</p> |
| 5        | <p>Marketing Research: Need and Importance of Marketing Research, Marketing Research</p>  |



|   |  |
|---|--|
|   | Process, Types of Marketing Research. Marketing Information System- overview.  |
| 6 | Marketing Planning and Control:Marketing Planning Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit. |

### Reference Books:

| Sr. No.           | Name of the Author                                    | Title of the Book   | Year and edition                  | Publisher Company             |
|-------------------|---|---|-----------------------------------|-------------------------------|
| 1 – National      | Dr. RajanSaxena                                       | Marketing Management  | 2016, Fifth edition               | Tata McGraw Hill Publications |
| 2 – National      | V.S. Ramaswami and S. Namakumari                      | Marketing Management- Indian Context<br>*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, PrafullaAgnihotri     | Principles of Marketing                                     | 2018, seventeenth edition         | Pearson Education             |
| 5 – International | Philip Kotler, Kavin 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  |

### 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>   |

**Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021**

|          |             |                      |               |
|----------|-------------|----------------------|---------------|
| Semester | Course Code | Course Title         |               |
| II       | 202         | Financial Management |               |
| Type     | Credits     | Evaluation           | Marks         |
| Core     | 2           | CES                  | UE:IE = 70:30 |

**Course Objectives:**

- i) To introduce the fundamentals of Financial Management
- ii) To orient on the skills set required for Financial Decision Making Techniques
- iii) To orient on Financial Statement Analysis and Interpretation
- iv) To develop analytical skills which would help decision making in Business.
- v) To develop the entrepreneurial mind set

**Learning Outcomes :**

- i) Development of basic skill sets required for Financial Decision Making
- ii) Development of analytical skill set to understand and interpret Financial Statements
- iii) Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, evolution of business enterprises and exploring entrepreneurial opportunities (BEDK)
- iv) 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)
- v) 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)

| Unit No 1 | Contents   |
|-----------|--|
| 1         | <b>Introduction</b><br>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  |
| 2         | <b>Investment Decision: Capital Budgeting Decision</b><br>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<br>Capital Budgeting under Risk and Uncertainty Concept and Techniques |
| 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   |
| 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 Weighted Average Cost of Capital. <b>Leverage:</b> Concept and Types of Leverage(Problems on Leverages),  |
| 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.                       |
| 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. |

### Reference Books:

| Sr.No.            | Name of the Author  | Title of the Book                          | Year Addition | 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 | Journal of International Financial Management And Accounting By Wiley Publication |  |               |                      |
| 7– International  | Journal of Business Finance And Accounting By 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:

| Resources No | Resources Name  | Web site address  |
|--------------|---|---|
| 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>                |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                           |               |
|---|-------------|---------------------------|---------------|
| Semester  | Course Code | Course Title              |               |
| II  | 203         | Human Resource Management |               |
| Type  | Credits     | Evaluation                | Marks         |
| Core  | 2           | CES                       | UE:IE = 70:30 |

**Course Objectives:**

- i. To explain the significance of HRM and changing role of HRM
- ii. To explain the process of HRP, Recruitment and Selection.
- iii. To discuss the concept of training and development
- iv. To illustrate the job evaluation and wage determination concepts.
- v. To bring out the role of HR in organization's effectiveness and employee performance

**Learning Outcomes :**

- i. Understand and apply Human resource Management functions for effective management of organization.
- ii. Ability of designing job analysis and ability to understand various manpower forecasting techniques
- iii. Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process
- iv. Understand the training needs in the organization and ability to design suitable training plan
- v. Understand the components of wages and salary and factors affecting it.
- vi. Ability to analyze issues related to performance appraisal, career planning and rewards management.

| Unit No. | Contents  |
|----------|---|
| 1        | <b>Introduction to HRM :</b><br>Definition, Nature and Scope of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM  |
| 2        | <b>Human Resource Planning:</b><br>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.                   |
| 3        | <b>Training and Development:</b><br>Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development |
| 4        | <b>Wages and salary Management</b><br>Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans                    |
| 5        | <b>Performance Appraisal:</b><br>Need and Importance of Performance Appraisal ,Performance Appraisal Process, Methods of Performance Appraisal  |

|          |   |
|----------|---|
| <b>6</b> | <b>Overview of Employee Relations Management-</b> Meaning and importance of Employee Relations Management, Employee Relation Management Tools, Issues in Employee Relation Management, People Analytics |
|----------|---|

**Reference Books:**

| Sr. No.           | Name of the Author               | Title of the Book   | Year Addition | 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<br>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>   |

**Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021**

|          |             |                        |               |
|----------|-------------|------------------------|---------------|
| Semester | Course Code | Course Title           |               |
| II       | 204         | International Business |               |
| Type     | Credits     | Evaluation             | Marks         |
| Core     | 2           | CES                    | UE:IE = 70:30 |

**Course Objectives:**

- vii) To prepare the students thoroughly with the domain knowledge and global issues of International business.
- viii) To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects.
- ix) To demonstrate through trade data analytics as to what to export and where to export from India.
- x) To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO.
- xi) To familiarize the students with the key trade blocks such as NAFTA, EU etc.
- xii) To demonstrate the role of exchange rates in global markets.

**Learning Outcomes :**

- V) To enable the students to take decisions related to global issues and policies.
- VI) To be able to Interpret Foreign trade policy and avail incentives offered under various schemes.
- VII ) To analyze the trade data for decision making as to what to export and where to export.  
To recall the role and functions of Global Institutions IMF, WTO and World Bank.
- VII I) To acquaint with the trade blocks SAARC, NAFTA, EU etc.
- IX) )
- X) To comprehend the exchange rates practically and its implications on trade.

| Unit No. | Contents   |
|----------|--|
| 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.   |
| 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.   |
| 3        | Trade Theories, Trade Policy, Trade Analytics - Trade theories –Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model.<br>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).<br>Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business. |
| 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 difference between FERA and FEMA.<br>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.  |
| 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   |
| <b>Activity</b> | 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. 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. |

#### 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   | (1 December 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 Place   | 10 edition (1 July 2017)         | McGraw Hill Education |
| 6 – International | Prashant Salwan John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan (Author) | International Business, 15/e Fifteenth Edition, Kindle Edition | Fifteenth edition (28 July 2016) | Pearson               |
| 7 – International | Ricky W. Griffin (Author), Michael   | International Business, Global                                 | 8th Edition on (May 15, 2014)    | Pearson               |



|  |                 |         |  |  |
|--|-----------------|---------|--|--|
|  | Pustay (Author) | Edition |  |  |
|--|-----------------|---------|--|--|

### 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 Startegy –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>   |

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| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                      |               |
|---|-------------|--------------------------------------|---------------|
| Semester  | Course Code | Course Title                         |               |
| II  | 205         | Production and Operations Management |               |
| Type  | Credits     | Evaluation                           | Marks         |
| Core  | 2           | CES                                  | UE:IE = 70:30 |

**Course Objectives :**

- i) To understand fundamentals of Production and Operations Management.
- ii) To develop an understanding of the strategic importance of Production and Operations Management.
- iii) To understand Production System.
- iv) To learn EOQ concept.
- v) 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.

**Learning Outcomes :**

- After learning the concepts of Production and Operations Management, students will-
- I) Understand various concepts of Production and Operations Management.
  - II) Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry.
  - III) Classify various Production Systems.
  - IV) Develop numerical ability to solve examples on EOQ.
  - V) Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification.

| Unit No. | Conents   |
|----------|---|
| 1        | <b>Introduction to POM</b><br>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. |
| 2        | <b>Production Planning Control</b><br>Objectives of PPC & it's various functions of common and Optional nature, Co-ordination of PPC with other departments .Job sequencing, Assembly Line Balancing.   |
| 3        | <b>Plant Location and Layout</b><br>Plant Location: Meaning, Need for selecting a suitable Location, Factors affecting Plant Location Decision ,Plant Layout: objectives ,types of Plant Layout.  |
| 4        | <b>Maintenance Management</b><br>Concepts, Need of maintenance, Objectives & types of maintenance.  |
| 5        | <b>Inventory management</b><br>Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning (MRP).   |
| 6        | <b>Emerging Trends in POM</b><br>Supply Chain Management (SCM), Justin  |

Time(JIT),QualityControl,QualityAssurance(QA),ISOcertification,Enterprise ResourcePlanning(ERP), TotalQualityManagement(TQM),TPM, Quality Circles, Services Operations

### Reference Books:

| Sr. No.           | Name of the Author            | Title of the Book                                 | Year Addition | Publisher Company         |
|-------------------|-------------------------------|---|---------------|---------------------------|
| 1 – National      | L.C.Jhamb                     | Production Operations Management                  | 2009          | Everest Publishing House  |
| 2 – National      | Chunawala & Patel             | Production and Operations Management              | 2009          | Himalaya Publishing House |
| 3 – National      | S.N.Chary                     | Production and Operations Management              | 2004          | Tata McGraw Hill Ltd.     |
| 4 – International | Everett Adams & Ronald Ebert. | Production and Operations Management              | 1992          | Prentice Hall             |
| 5 – International | Martin Kenneth Starr          | Production and Operations 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>   |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                      |               |
|---|-------------|----------------------|---------------|
| Semester  | Course Code | Course Title         |               |
| II  | 206         | Research Methodology |               |
| Type  | Credits     | Evaluation           | Marks         |
| Core  | 2           | CES                  | UE:IE = 70:30 |

| Course Objectives:                        |  |
|---|--|
| i)  | To introduce the role of research in business and management   |
| ii)                                       | To introduce the concepts of scientific research and methods of conducting scientific enquiry                |
| iii)                                      | To identify various sources of information for literature review and data collection.                        |
| iv)                                       | To familiarize the learners with the key concepts in sampling techniques and instruments for data collection |
| v)  | To develop basic understanding of conducting surveys and reporting the research                              |
| vi)                                       | To educate on the ethical issues in conducting applied research.   |
| Learning Outcomes :                       |  |
| At the end of the course the learner will |  |
| I)  | Develop understanding on different applications of research for managerial decision making                   |
| II)                                       | Explain key research and summarize the research articles and research reports                                |
| III)                                      | Have basic awareness of data analysis-and hypothesis testing procedures                                      |
| IV)                                       | Design questionnaires and administer simple survey based projects.   |
| V)  | Describe sampling methods, measurement scales and instruments, and appropriate uses of each                  |
| VI)                                       | Explain the rationale for research ethics  |

| Unit No. | Contents  |
|----------|---|
| 1        | <b>Introduction to Research Methodology</b><br>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.  |
| 2        | <b>Research process:</b><br>Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis<br>Research design: Meaning, characteristics, advantages and importance of research design.<br>Measurement – types and errors in measurement.<br>Development and designing of tools of data collection – Attitude measurement scales, Levels of measurement and questions of validity and reliability<br>Designing of research projects – research proposal, Pilot surveys |

| Unit No. | Contents  |
|----------|---|
| 3.       | <p><b>Sampling and Data Collection:</b><br/>           Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique.<br/>           Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys.<br/>           Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.</p>              |
| 4.       | <p><b>Processing and Analysis of Data</b><br/>           Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data.<br/>           Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test – Problems on Basic application of chi square test.<br/>           Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data</p> |
|          | <p><b>Reporting of research :</b><br/>           Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report.. Plagiarism and its types.<br/>           References and Bibliography. Dissemination of research results. Ethical issues in conducting research.</p>  |
| 6.       | <p><b>Role of ICT in research</b><br/>           Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research<br/>           Pedagogy- Teaching methods include readings, lectures, group discussions, exercises, and assignments and Mini Projects.<br/>           Evaluation: Assignments Presentation, Mini-project/End-Term Paper</p>   |

## 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_METHODOLOGY.pdf">http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.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><br><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_METHODOLOGY.pdf">http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.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>   |

| Course : MBA (HR)– SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
|--|-------------|--|---------------|
| Semester   | Course Code | Course Title                                   |               |
| II   | 207         | Organization Development and Change Management |               |
| Type   | Credits     | Evaluation                                     | Marks         |
| Core   | 2           | CES  | UE:IE = 70:30 |

Course Objectives :

To understand principles and practices of behavioural science  
to identify the organizational changes and challenges  
to know the different intervention strategies

Learning Outcomes :

On the successful completion of this course the learner will be able to;

To apply behavioral science principles and practices to increase individual and organizational effectiveness  
To diagnose and address organizational challenges using planned intervention strategies

| Unit | Contents   |
|------|--|
| 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 Behaviour Changes and Organizational Performance Changes.   |
| 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  |
| 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. |
| 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   |
| 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  |

- 6 **Organization Theory, Design & Structure** : 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

**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      | Madhukar Shukla,                         | „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                   |                  |

**MOOCs:**

| Resources No | Web site address |
|--------------|------------------|
| 1            | Swayam           |
| 2            | Coursera         |



| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |          |
|---|-------------|--|----------|
| Semester  | Course Code | Course Title                             |          |
| II  | 208         | Business Ethics and Corporate Governance |          |
| Type  | Credits     | Evaluation                               | Marks    |
| Core Elective   | 02          | CES                                      | IE = 100 |

**Course Objectives:**

- i) To equip the learners with the knowledge and key concepts related to Indian ethos, culture and values
- ii) To understand the reasons for ethical / unethical behaviour of individuals
- iii) To help the students understand the importance of ethical values and principles in life.
- iv) To enable students to comprehend the different dimensions of Business Ethics.
- v) To enlighten about the corporate social responsibility in the corporate business.
- vi) to understand the importance of ethics and values in personal and professional life.

**Learning Outcomes :**

- i) Develop a positive change in the attitude of the students towards morals, values and ethics after studying the subject.
- ii) Display responsibility towards the society while running any business or as an employee.
- iii) Apply the principles of ethics and values in personal and professional life.
- iv) Use the principles of corporate governance to understand the business environment around them
- v) Evaluate the ethical dilemmas to arrive as suitable solutions and decisions
- vi) Analyze situations involving governance issues and explore solutions for the same

| Unit No. | Contents   |
|----------|--|
| 01       | Overview of Business Ethics:<br>Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality   |
| 02       | <b>Spirituality and Ethics:</b><br>What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism.<br>Indian culture, Ethos and Values- Role of Indian ethos in managerial practices, management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya"s Arthshastra. |
| 03       | <b>Ethical Decision Making :</b><br>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.  |
| 04       | <b>Corporate Governance:</b> Meaning and importance of corporate governance, Difference between governance and management, purpose of good governance, key pillars of corporate governance.<br>Stakeholders: Rights and privileges; problems and protection,<br>Board Of Directors – Role in Governance; Role and responsibilities of auditors   |

|   |   |
|---|---|
|   | Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing .<br>Corporate Social Responsibility (CSR)– concept and models of CSR, CSR initiatives in India.  |
| 5 | <b>Social, Environmental and Ethical Issues in Business:</b><br>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   |
| 6 | <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<br><b>Case studies:</b> Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer (India); Sahara (India); Kingfisher Ltd (India); etc. |

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:

| Resource No. | Website Address   |
|--------------|---|
| 01           | <a href="https://www.ethicssage.com/ethics-resources.html">https://www.ethicssage.com/ethics-resources.html</a>   |
| 02           | <a href="https://maag.guides.yzu.edu/businessethics/web">https://maag.guides.yzu.edu/businessethics/web</a>   |
| 03           | <a href="https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet">https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet</a> |

MOOCs:

| Sr. No. | Details  |
|---------|--|
| 1       | <a href="http://www.coursera.org">www.coursera.org</a> |
| 2       | <a href="http://www.udemy.com">www.udemy.com</a>       |
| 3       | my-mooc.com  |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                    |       |
|---|-------------|------------------------------------|-------|
| Semester  | Course Code | Course Title                       |       |
| II  | 209         | Introduction to Business Analytics |       |
| Type  | Credits     | Evaluation                         | Marks |
| Open  | 1           | CES                                | IE=50 |

**Subject / Course Objectives :**

- i) To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
- ii) To become familiar with the processes needed to develop, report, and analyze business data

**Learning Outcomes :**

After successful completion of this course the learner will be able to :

- i) Make sound managerial decisions aimed at furthering the business interests of the company.
- ii) Identify, analyze and understand the problems faced by the company.
- iii) Provide concrete solution to the identified business problems.

| Unit No. | Contents   |
|----------|--|
| 1        | Introduction, What is Business Analytics, Overview of Areas where Business Analytics is applied  |
| 2        | Visualization and Data Issues, organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification,   |
| 3        | Data Mining: Introduction to Data Mining- classification, basic concepts, Data mining process, data mining tools XL MINER.   |
| 4        | Applications of Business Analytics - Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis |
| 5        | Tableau: Extracting data into Tableau, data preparations, dimensions, transformation of variables, creating views , working with charts, exporting visualizations  |
| 6        | CAPSTONE: A multifaceted assignment on any one of the following: Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics      |

Reference Books :-

| Sr. No. | Name of the Author  | Title of the Book   | Year Edition | Publisher Company             |
|---------|---|---|--------------|-------------------------------|
| 1       | National<br>PurbaHalady Rao   | Business Analytics – an application focus                 | 2013         | PHI Learning                  |
| 2       | National<br>Tanushree Banerjee<br>Arindam Bannerjea                                     | Business Analytics – Text and Cases                       | 2019         | SAGE Publications             |
| 3       | International<br>Essentials of Business Analytics                                       | Bhimasankaram Pochiraju, Sridhar Seshadri                 | 2018         | Springer                      |
| 4       | International<br>Gert H.N. Laursen, JesperThorland                                      | Business Analytics for Managers                           | 2010         | Wiley and SAS Business Series |
| 5       | International<br>Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey | Business Analytics- Principles, Concepts and Applications | 2014         | Pearson                       |
| 6       | International<br>Jay Liebowitz  | Business Analytics: An Introduction                       | 2013         | CRC Press, Taylor and Francis |

Online Resources:

| No | Web site address  |
|----|---|
| 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_The_60_business_analysis_tools_every_manager_needs_to_know.pdf">https://www.academia.edu/35314419/Bernard Marr Key Business Analytics The 60 business analysis tools every manager needs to know.pdf</a> |
| 3  | <a href="https://www.researchgate.net/publication/320685945_Understanding_the_Role_of_Business_Analytics_Some_Applications">https://www.researchgate.net/publication/320685945 Understanding the Role of Business Analytics Some Applications</a>                                       |

MOOCs:

| Resources No | Web site address  |
|--------------|---|
| 1            | Swayam  |
| 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> |
| 5            | <a href="https://www.classcentral.com/course/intro-business-analytics-12295">https://www.classcentral.com/course/intro-business-analytics-12295</a>                 |

| Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                        |       |
|---|-------------|------------------------|-------|
| Semester  | Course Code | Course Title           |       |
| II  | 210         | E-Commerce Application |       |
| Type  | Credits     | Evaluation             | Marks |
| Open  | 1           | CES                    | IE=50 |

#### Course Objectives:

- i) To enable basic concepts about E-commerce.
- ii) To study knowledge of business models
- iii) To learn need of e-commerce security.
- iv) To enable knowledge about E-payment system.
- v) To know the e-commerce Applications.
- vi) To have an overview of M-commerce.

#### Course Objectives :

- i) Basic concepts about E-commerce will be studied.
- ii) Knowledge of business models will be used.
- iii) Students will implement e-commerce security.
- iv) Better usage will be down with help of E-payment system.
- v) Where e-commerce Applications are used.
- vi) Use of M-commerce technology.

| Name : -    | Syllabus – <i>E-commerce Application</i>   |
|-------------|--|
| Unit No : 1 | <p><b>Introduction to E-Commerce</b></p> <p>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.</p>  |
| Unit No : 2 | <p><b>Business Models for e-commerce</b></p> <p>Types of business models (B2B, B2C, C2B,C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI.</p>   |
| Unit No : 3 | <p><b>Types of ISP</b></p> <p>ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.</p>   |
| Unit No : 4 | <p><b>E-commerce Payment System</b></p> <p>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 cardpayment system, smart card.</p> |
| Unit No : 5 | <p><b>E-Commerce Applications</b></p> <p>E-Commerce and banking, e-commerce and retailing, e-commerce and onlinepublishing, online marketing, e-advertising, e-branding.</p>   |

|             |   |
|-------------|---|
| Unit No : 6 | <p><b>Mobile Commerce</b><br/> 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.</p> |
|-------------|---|

**Reference Books:**

| Sr. No.           | Name of the Author    | Title of the Book                   | Year Addition | 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         |

**Course : MBA (HR) – SDE – CBCS 2020 – w.e.f. - Year 2020 – 2021**

| Semester | Course Code | Course Title                        |       |
|----------|-------------|-------------------------------------|-------|
| II       | 211         | Managerial Skills for Effectiveness |       |
| Type     | Credits     | Evaluation                          | Marks |
| Elective | 1           | CES                                 | IE=50 |

**Course Objectives:**

**Subject / Course Objectives :**

- i) To offer exposure of essential managerial skills to students and developing these skills in the students.
- ii) To emphasize the development of the skills and knowledge required for successful managerial performance.
- iii) To focus on such areas as developing self-awareness
- iv) To develop creative problem-solving, supportive communication
- v) To focus on the use of power and influence, motivation techniques
- vi) To manage conflict

**Learning Outcomes:**

- I) Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management.
- II) Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams.
- III) Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.
- IV) Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building
- V) Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach
- VI) Demonstrate writing business messages and reports

| Unit No. | Contents  |
|----------|---|
| 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.  |
| 2        | Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas. |
| 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.                        |
| 4        | Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application.  |
| 5        | Empowering and delegating: Meaning of empowerment, dimensions of  |



|   |   |
|---|---|
|   | empowerment, how to develop empowerment, inhibitors of 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 |

### 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      | Ramnik Kapoor   | 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> |

# Semester III

| <b>MBA (HR) Semester III</b> |   |                |  |
|------------------------------|---|----------------|--|
| <b>Course Code</b>           | <b>Semester – III</b>   | <b>Credits</b> |  |
| 301                          | Strategic Management ( <b>Common for General and HR</b> )                                   | 2              |  |
| 302                          | Operations Research for Managers ( <b>Common for General and HR</b> )                       | 2              |  |
| 303                          | Entrepreneurship Development and Innovation Management ( <b>Common for General and HR</b> ) | 2              |  |
| 304                          | **Summer Internship   | 6              |  |
| 305                          | Cross Cultural Issues & International HRM   | 2              |  |
|                              |   |                |  |
| <b>HR01</b>                  | Specialization I - E-(i): Human Resource Planning and Development                           | 2              |  |
| <b>HR02</b>                  | Specialization I - E-(ii): Labour Laws - I  | 2              |  |
|                              |   |                |  |
| <b>See groups</b>            | Specialization II - E-(i)   | 2              |  |
|                              | Specialization II - E-(ii)  | 2              |  |
|                              |   |                |  |
| <b>Course Code</b>           | <b>Open Course (See Below)</b>  |                |  |
| 306                          | Digital Marketing   | 1              |  |
| 307                          | Corporate Taxation  | 1              |  |
| 308                          | Negotiation Management  | 1              |  |

## LIST OF SPECIALIZATION - ELECTIVES

### Elective: **Marketing Management**

| Sem III |                    | Sem IV |                                       |
|---------|--------------------|--------|---------------------------------------|
| Code    | Name of the course | Code   | Name of the course                    |
| MK01    | Consumer Behaviour | MK03   | Sales & Distribution Management & B2B |
| MK02    | Services Marketing | MK04   | Integrated Marketing Communication    |

### Elective: **Financial Management**

| Sem III |  | Sem IV |                                    |
|---------|--|--------|------------------------------------|
| Code    | Name of the course                         | Code   | Name of the course                 |
| FM01    | Investment Analysis & Portfolio Management | FM03   | Corporate Finance                  |
| FM02    | Management of Financial Services           | FM04   | International Financial Management |

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

| Sem III |   | Sem IV |   |
|---------|---|--------|---|
| Code    | Name of the course                      | Code   | Name of the course                            |
| HR01    | Human Resource Planning and Development | HR03   | Compensation and Benefits Management          |
| HR02    | Labour Laws                             | HR04   | Competency Mapping and Performance Management |

### Elective: **CORE HR**

| Sem III |                    | Sem IV |                            |
|---------|--------------------|--------|----------------------------|
| Code    | Name of the course | Code   | Name of the course         |
| HR05    | Strategic HRM      | HR07   | Negotiation and Counseling |
| HR06    | HRD Instruments    | HR08   | HR Audit                   |

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

| Sem III |  | Sem IV |                            |
|---------|--|--------|----------------------------|
| Code    | Name of the course                                   | Code   | Name of the course         |
| IB01    | Regulatory Aspects of International Business         | IB03   | International Marketing    |
| IB02    | Export Import Policies, Procedures and Documentation | IB04   | Global Business Strategies |

### Elective: **Production & Operations Management**

| Sem III |  | Sem IV |  |
|---------|--|--------|--|
|---------|--|--------|--|

| Code | Name of the course             | Code | Name of the course                  |
|------|--------------------------------|------|-------------------------------------|
| PM01 | Quality Management             | PM03 | Logistics & Supply Chain Management |
| PM02 | Business Process reengineering | PM04 | World Class Manufacturing Practices |

Elective: **Information Technology Management**

| Sem III |                                     | Sem IV |                                  |
|---------|-------------------------------------|--------|----------------------------------|
| Code    | Name of the course                  | Code   | Name of the course               |
| IT01    | System Analysis & Design            | IT03   | RDBMS with Oracle                |
| IT02    | Information System Security & Audit | IT04   | Enterprise Business Applications |

Elective: **Agribusiness Management**

| Sem III |   | Sem IV |  |
|---------|---|--------|--|
| Code    | Name of the course                      | Code   | Name of the course                                       |
| AM01    | Rural Marketing                         | AM03   | Use of Information Technology in Agribusiness Management |
| AM02    | Supply Chain Management in Agribusiness | AM04   | Cooperatives Management                                  |

Elective: **Retail Management**

| Sem III |                                 | Sem IV |                                      |
|---------|---------------------------------|--------|--------------------------------------|
| Code    | Name of the course              | Code   | Name of the course                   |
| R01     | Introduction to Retailing       | R03    | Merchandising, Display & Advertising |
| R02     | Retail Management & Franchising | R04    | Supply Chain Management in Retailing |

Elective: **Project Management**

| Sem III |   |
|---------|---|
| Code.   | Name of the Course                        |
| PR01    | Project Risk Management                   |
| PR 02   | Microsoft Project 2010                    |
| Sem IV  |   |
| PR 03   | Advance Project Management                |
|         | Scanning Business Environment for Project |

|   |             |  |               |
|---|-------------|--|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
| Semester  | Course Code | Course Title                                     |               |
| III   | 301         | Strategic Management (Common for General and HR) |               |
| Type  | Credits     | Evaluation                                       | Marks         |
| Core  | 2           | CES  | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives :

- To provide a framework of strategic management
- To sensitize students about internal and external environments and enable them to integrate and practice strategic management skills

Learning Outcomes :

Having successfully completed this module, learner will be able to demonstrate knowledge and understanding of:

- I) the key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation
- II) organizations’ ability to implement chosen strategies and identify the areas requiring change
- III) 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
- IV) obtain, analyse and apply information from a variety of sources in the public domain

|                |  |
|----------------|--|
| Units          | Syllabus – <i>Strategic Management (Common for General and HR)</i>   |
| Unit No :<br>1 | Introduction to Strategic Management:<br>Concept, Definition, nature, scope, significance, Levels at which strategy operates ,<br>Process, Strategic Intent: Vision, Mission, Business Purpose, Objectives and Goals   |
| Unit No :<br>2 | External and Internal Resource Analysis<br>External Business Environment –SWOT Analysis. Industry Analysis- Porters Five<br>Force Model. Resource Based View – Resources – Capabilities – Competencies –<br>Competitive Advantage, Value Chain Analysis. Strategic Analysis and Choice :<br>BCG Matrix, Ansoff Matrix, GE 9 Cell Matrix, Business portfolio Analysis |
| Unit No :<br>3 | Strategy Formulation<br>Generic Strategies - Low Cost – Differentiation – Focus.<br>Corporate Level Strategy – Stability –Expansion–Retrenchment – Combination.<br>Functional level Strategy: H.R. Strategies, Marketing Strategies, Financial<br>Strategies, Operational Strategies   |
| Unit No :<br>4 | Implementation of Strategy<br>Issues in implementation of strategy; Strategy Structure relationship; Implementing<br>changes in structure; Restructuring and Re-Engineering; Resource Allocation;<br>Behavioral issues in strategy implementation - organizational culture and change;<br>McKinsey’s 7s framework  |
| Unit No :<br>5 | Strategic Control<br>Purpose and components of Strategic Control. Evaluation techniques. Control   |

|                |   |
|----------------|---|
|                | process and system.   |
| Unit No :<br>6 | Contemporary Strategic management<br>Business model innovation - Disruptive Innovation, Blue Ocean Strategy. Global issues in strategic management – the global challenges, strategies for competing in global markets. |

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                | AzharKazmi                             | STRATEGIC MANAGEMENT AND BUSINESS POLICY                               | 2008         | McGraw Hill                       |
| 2 – National                | A. Bhandari,<br>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,. | <i>Strategic Management: An Integrated Approach,</i>                   |              | 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> |

|   |             |                                  |               |
|---|-------------|----------------------------------|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                  |               |
| Semester  | Course Code | Course Title                     |               |
| III   | 302         | Operations Research for Managers |               |
| Type  | Credits     | Evaluation                       | Marks         |
| Core  | 2           | CES                              | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives :

- i) To introduce students to use quantitative methods and techniques for effective decisions–making.
- ii) To familiarize the students with the quantitative techniques for data analysis
- iii) To formulate, analyze, and solve mathematical models that represent real-world problems.

Learning Outcomes : After completion of this course, students will

- I) Understand Operations Research Concepts.
- II) Know the importance of Operations Research tools and techniques.

|             |  |
|-------------|--|
| Units: -    | Syllabus – <i>Operations Research for Managers</i>   |
| Unit No : 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.  |
| Unit No : 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  |
| Unit No : 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.                  |
| Unit No : 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.   |
| Unit No : 5 | Simulation: Introduction to Simulation, Types of Simulation, steps of simulation process, Monte Carlo technique, business applications and limitations.  |
| Unit No : 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. |

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, Federico Liberatore, Marc Demange | Operations Research and Enterprise Systems    | 2019         | Springer                                    |
| 6 – International           | S.A. Cropper, Michael C. Jackson, Paul Keys        | 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>       |



|   |            |   |             |
|---|------------|---|-------------|
| Course:MBA(HR)CBCS2020–w.e.f.-Year2020–2021   |            |   |             |
| Semester  | CourseCode | CourseTitle   |             |
| III   | 303        | <i>Entrepreneurship Development and Innovation Management</i> |             |
| Type  | Credits    | Evaluation  | Marks       |
| CORE  | 2          | CES   | UE:IE=70:30 |
| Course Objectives:  |            |   |             |
| <p>i)To introduce students to the role of an entrepreneur, innovation and technology in the entrepreneurial process.</p> <p>ii)To provide background knowledge for understanding of innovation management.</p> <p>iii) To focus on the interconnection between entrepreneurial thinking and innovation.</p> <p>iv) To inspire the entrepreneurial and ambitious participants to innovate in business and prompt rapid growth;</p> <p>v)To acquire the knowledge and skills needed to manage the development of innovations,</p> <p>vi) To enable the students to effectively and efficiently evaluate the potential of new business opportunities.</p> <p>vii)To Integrate entrepreneurial thinking and problem-solving into their academic and professional aspirations</p>  |            |   |             |
| LearningOutcomes:   |            |   |             |
| <p>i)Think critically and creatively about the nature of business opportunities, resources and industries</p> <p>ii) Systematically integrate knowledge and understanding of different aspects of innovation and its role in business and society.</p> <p>iii) 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.</p> <p>iv) Evaluate the various sources of raising finance for startup ventures.</p> <p>v) Understand the fundamentals of developing and presenting business pitching to potential investors.</p> <p>vi) Describe the processes by which innovation is fostered, managed, and commercialized.</p> <p>vii)Students will become familiar with the impact of innovation on competitiveness of the industry</p> <p>viii)Develop a new way of thinking to capitalize on different opportunities in an organization or business venture</p> <p>ix)Understanding how to recognize and drive their OWN creativity in the business setting and apply it to future organizations they will lead</p> |            |   |             |

| Unit No | Syllabus: Entrepreneurship Development and Innovation Management  |
|---------|---|
| 1       | Introduction to Entrepreneurship:<br>Entrepreneurs, entrepreneurial personality and intentions - characteristics, traits and behavior, entrepreneurial challenges.  |
| 2       | Innovation:<br>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.<br>Differences between invention and innovation, Sustainability and Innovation, Innovation and entrepreneurship. |
| 3       | Innovation management:<br>Innovation Management Strategies, Definitions for innovation and innovation management; Innovation process, Intrapreneurship and Innovation- Innovative work environments, Driving intra-organizational innovation.   |
| 4       | Creativity:<br>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.                             |
| 5       | Crafting Business Models And Lean Start-Ups:<br>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   |
| 6       | Organizing Business and Entrepreneurial Finance:<br>Forms of business organizations, sources and selection of venture finance options and its managerial implications. Policy Initiatives -role of institutions in promoting entrepreneurship.  |

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         | Booksurge Publishing                          |
| 2.National      | R. Gopal, PradipManjrekar.              | Entrepreneurship and Innovation Management (an Industry Perspective)                     | 2010         | Excel Books                                   |
| 3.National      | Shlomo Maital and D V R Seshadri,       | 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   |   |                    |  |

#### OnlineResources:

| 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   |
|--|---|
| UniversityofFlorida                            | <a href="http://www.coursera.org">www.coursera.org</a>                  |
| UniversityofLondon                             | <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>                        |

|  |                    |  |              |
|--|--------------------|--|--------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |  |              |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                                |              |
| III  | 305                | <i>Cross Cultural Issues and International HRM</i> |              |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                                  | <b>Marks</b> |
| Core   | 2                  | CES  | IE = 100     |

**Course Objectives:**

|  |   |
|--|---|
| Subject / Course Objectives : Student will be able to  |   |
| <ul style="list-style-type: none"> <li>i) Understand approaches to international operations</li> <li>ii) Explain the process of Global staffing</li> <li>iii) Define training and development and compensation issues.</li> <li>iv) Discuss international industrial relations.</li> <li>v) Elaborate issues related to cultural diversity</li> <li>vi) Understand business practices in various countries.</li> </ul>   |   |
| Learning Outcomes : After completion of course, student will able to   |   |
| <ul style="list-style-type: none"> <li>I) Explain concepts related to approaches to international operations.</li> <li>II) Explain the various aspects global staffing</li> <li>III) Contribute in the process of training and compensation. <ul style="list-style-type: none"> <li>IV) Describe issues related to international industrial relations</li> <li>V) Handle the issues related to Cultural Diversity</li> <li>VI) Explain business practices in various countries.</li> </ul> </li> </ul> |   |
| Name : -   | Syllabus – <i>Cross Cultural Issues and International HRM</i>   |
| Unit No :<br>1   | Cross National HRM,<br>Purpose ,macro influences on HRM systems, Approaches to international operations-The ethnocentric approach, polycentric approach, geocentric approach  |
| Unit No :<br>2   | Global Staffing Practices<br>Approach to multinational staffing global staffing practices Expatriation and repatriation-selection of Expatriates, barriers to expatriation.   |
| Unit No :<br>3   | Training And Development , Compensation Issues<br>Training & Development for expatriation and repatriation ,Global compensation practices-compensation for expatriates, Social security schemes in different countries.   |
| Unit No :<br>4   | International Industrial Relations<br>International industrial relations practices-impact of globalization on IR, comparative study of IR in some countries   |
| Unit No :<br>5   | Cultural Diversity<br>Understanding cultural diversity, managing cultural diversity Understanding cultural-Hofstede’s theory and Trompenaars theories, Communication across various cultures, Cross cultural Negotiation. |
| Unit No :<br>6   | Business Practices In Various Countries Business practices and approaches of  |

|   |
|---|
| European countries, china and Japan and USA |
|---|

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 PoonamChoudhary | 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> |

|   |             |                   |        |
|---|-------------|-------------------|--------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                   |        |
| Semester  | Course Code | Course Title      |        |
| III   | 306         | DIGITAL MARKETING |        |
| Type  | Credits     | Evaluation        | Marks  |
| Core  | 1           | CES               | IE 100 |

**Subject / Learning Objectives :**

- i) To introduce students to the fundamental concepts of Digital marketing
- ii) To make students aware about changing consumer behavior in the digital world
- iii) To give understanding of formulation digital marketing strategy
- iv) To introduce students with various digital marketing platforms
- v) To introduce students with digital marketing analytics
- vi) To introduce students with the concept of E-CRM

**Learning Outcomes :**

- I) Students will able to understand the concepts of Digital marketing
- II) Students will able to know the consumer behavior in the digital world
- III) Students will able to plan digital marketing strategy
- IV) Students will able to understand significance of various digital marketing platforms for digital marketing
- V) Students will able to understand and use CRM in digital marketing

|                |  |
|----------------|--|
| Units: -       | DIGITAL MARKETING  |
| Unit No :<br>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   |
| Unit No :<br>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.   |
| Unit No :<br>3 | Digital marketing Strategy : How to create effective digital marketing strategy, digital marketing planning- Strategy, Goal, Action. Digital marketing channels.   |
| Unit No :<br>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 |
| Unit No :<br>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.  |
| Unit No :<br>6 | CRM : Concept, significance, e-CRM, difference between CRM and e-CRM., Tools for CRM   |

Student has to upgrade Knowledge by using below inputs:

| 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/certificationhttps://www.coursera.org/specializations/digital-marketing#courses">https://learndigital.withgoogle.com/digitalunlocked/certificationhttps://www.coursera.org/specializations/digital-marketing#courses</a> |

|   |             |                    |        |
|---|-------------|--------------------|--------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                    |        |
| Semester  | Course Code | Course Title       |        |
| III   | 307         | Corporate Taxation |        |
| Type  | Credits     | Evaluation         | Marks  |
| Open  | 1           | CES                | IE=100 |

Subject / Course Objectives :

- i) To introduce and orient the students with the definition and underlying provisions of Direct tax law and
- ii) To develop broad understanding of the tax laws and accepted practices.
- iii) To make them understood regarding practical aspects of tax planning as an important managerial decision making process.

Learning Outcomes :

- I) UNDERSTAND various basic concepts/ terminologies related Taxation
- II) Calculation of Income under differential head of income
- III) Understand Basic concepts for taxation of companies
- IV) DESIGN/ DEVELOP / CREATE tax saving plan.
- V) EXPLAIN how tax planning can be done
- VI) ILLUSTRATE how online filling of various forms and returns can be done

Units: - Syllabus – CORPORATE TAXATION

|                |  |
|----------------|--|
| Unit No :<br>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               |
| Unit No :<br>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. |
| Unit No :<br>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.   |
| Unit No :<br>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.   |
| Unit No :<br>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.  |
| Unit No :<br>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.  |

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            | <a href="http://alison.com">alison.com</a>                     |
| 4            | <a href="http://www.edx.org">www.edx.org</a>                   |

|  |                    |                               |              |
|--|--------------------|-------------------------------|--------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                               |              |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>           |              |
| III  | 308                | <i>Negotiation Management</i> |              |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>             | <b>Marks</b> |
| Core   | 1                  | CES                           | IE = 100     |

**Course Objectives:**

Subject / Course Objectives :

- i) Understanding the role of manager as counsellor
- ii) comparing the techniques of counseling
- iii) appraise the ethical, cultural and gender issues in counseling
- iv) understanding the process for negotiation
- v)comprehending the role of HR manager in negotiation
- vi)improving and applying the negotiation skills

Learning Outcomes :

- I) Describe the role of counsellor
- II) applying the techniques of counseling
- III) Identify the ethical, cultural and gender issues in counseling
- IV) planning the negotiation meeting
- IV) developing the negotiation skills
- V) assess the role of HR manager as negotiator

Units: - Syllabus : *Negotiation Management*

Unit No : 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 Counseling- Need for Counseling

Unit No : 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

Unit No : 3 Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers

Unit No : 4 Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process

Unit No : 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

Unit No : 6 Current trends, issues and practices in Negotiation in Indian Industries

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

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 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:**

| 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> |

# **MBA SEM III**

# **SPECIALIZATION ELECTIVES**

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |  |               |
|--|--------------------|--|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                            |               |
| III  | <b>HR01</b>        | <i>Human Resource Planning and Development</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                              | <b>Marks</b>  |
| Core   | 2                  | CES  | UE:IE = 70:30 |

### **Course Objectives:**

|  |   |
|--|---|
| Subject / Course Objectives :  |   |
| <ul style="list-style-type: none"> <li>i) Understanding the process of Human resource planning</li> <li>ii) Appraise the techniques of HR planning</li> <li>iii) Formulating the HR procurement and deployment</li> <li>iv) Understanding the role of training and executive development</li> <li>v) comparing and applying various methods of training</li> <li>vi) Determining the training designs and evaluation</li> </ul>          |   |
| Learning Outcomes :  |   |
| <ul style="list-style-type: none"> <li>I) Describe the process of human resource planning</li> <li>II) applying the techniques for human resource planning</li> <li>III) Identify the human resource procurement and deployment</li> <li>IV) Explain the role of training and development</li> <li>IV) distinguish different methods of training and their applications</li> <li>V) assess the design and outcome of training</li> </ul> |   |
| Name : -   | Syllabus  |
| Unit No :<br>1   | Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning  |
| Unit No :<br>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            |
| Unit No :<br>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   |
| Unit No :<br>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  |
| Unit No :<br>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. |
| Unit No :<br>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  |

**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 Udai Pareek               | 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 2020 – w.e.f. - Year 2020 – 2021 |             |               |            |
|---|-------------|---------------|------------|
| Semester  | Course Code | Course Title  |            |
| III   | HR02        | Labour Laws-I |            |
| Type  | Credits     | Evaluation    | Marks      |
| Elective  | 2           | CES           | IE = 70:30 |

### Course Objectives:

Subject / Course Objectives :

- i. To understand the laws and rules pertaining to labour
- ii. To understand the various concepts and laws in Labour Welfare, health and safety
- iii. To understand the laws and rules pertaining to social security
- iv. To understand the laws related to discipline

Learning Outcomes :

- i. Understanding various importance's of labour laws in effective business management.
- ii. Understanding the legislation related to Labour Welfare, health and safety.
- iii. Understand various statutory provisions related with industrial relations and labour welfare.
- iv. Analyze issues and challenges of applying provisions as per legislations in the industry
- v. Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction.

Name : - Syllabus *Labour Laws-I*

**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.

**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

**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

**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

**5 The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946**

Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, Payment of Gratuity

|   |   |
|---|---|
|   | Act,  |
| 6 | <b>The Maternity Benefit Act</b><br>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" |

#### Reference Books:

| Reference Books (Publisher) | Name of the Author           | Title of the Book  |
|-----------------------------|------------------------------|--|
| 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>   |



| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                         |               |
|---|-------------|-------------------------|---------------|
| Semester  | Course Code | Course Title            |               |
| III   | HR 05       | Strategic HRM (Core HR) |               |
| Type  | Credits     | Evaluation              | Marks         |
| Core  | 2           | CES                     | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

- Students will demonstrate knowledge about fundamental principles, theories and concepts in strategic human resource management.
- Students will be able to explain the context of strategic HRM, including the evolving strategic role of HRM, design or work systems, and strategy as it relates to employment law
- Students will be able to apply principles of strategic HRM across the HR function, including staffing, T&D, performance management, compensation, labor and employee relations.

Learning Outcomes : After completion of course, student will able to

- Be able to establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.
- Be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioral perspective and cybernetic systems.
- Be able to identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance

Name : - Syllabus – Strategic HRM

Unit No : **Strategic Human Resource Management:**  
1 Strategic role of HRM, Planning and Implementing Strategic HR policies, The Process of SHRM, Models Integrating Strategy and HR, SHRM and Organizational Strategy, Challenges of SHRM

Unit No : **Redesigning Work System :**  
2 Job Analysis – Concept, Process and Methods  
Job Design -Concept, Approaches and Modern Methods  
Redesigning Work System : Approaches to Work System Design, Stages in Redesigning Work System, Factors Affecting Design Process

Unit No : **Human Resource Forecasting and Acquisition:**  
3 Human Resource Forecasting – Concept , Strategic Issues in Forecasting, Supply Forecasting Techniques , Demand Forecasting Techniques  
HR Acquisition – Strategic Recruitment, Methods of Recruitment , Strategic Selection Process, Strategic Staffing, Approaches to Strategic Staffing, Strategic Issues in Staffing

Unit No : **Strategic Training and Development :**  
4 Overview of Strategic Training and Development, Need for Training, Training Need Analysis, Strategic Issues in Training and Development , Strategic Methods Training and Development, Use of Technology in Training

Unit No : **Performance Appraisal :**  
5 Concept, Objective of Performance Appraisal, The Appraisal Process, Strategic Performance Appraisal Methods , The Appraisal Interview, Strategic Dimension of

|                |   |
|----------------|---|
|                | Performance Appraisal, Economic value Added   |
| Unit No :<br>6 | Compensation And Strategic HRM:<br>Objectives of Compensation System, Organizational Strategy and Compensation System, Pay Elements, Compensation to Individual Employees and Group Compensation Strategies, Employee Motivation and Compensation<br>Broad Banding - Moving form Participation to Ownership, ESOPs, Pay for Performance |

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. Rajeesh Viswanathan                               | Strategic Human Resource Management     | 2015         | Himalaya Publishing House |
| 2 – National                | Charles R. Greer                                      | Strategic Human Resource Management     | 2012         | Pearson Education         |
| 3 – National                | Gary Dessler  | Human Resource Management               | 2011         | PHI, New Delhi            |
| 4 – International           | Peter J. Dowling, Denice E. Welch, Randall S. Schuler | International Human Resource Management | 2013         | homson South-Western      |

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 1                   | <a href="https://www.hcipress.org/uploads/4/2/1/1/42111735/free_strategic_human_resource_management_e-text.pdf">https://www.hcipress.org/uploads/4/2/1/1/42111735/free_strategic_human_resource_management_e-text.pdf</a> |
| 2                   | <a href="https://www.researchgate.net/publication/325952195_Strategic_human_resource_management">https://www.researchgate.net/publication/325952195_Strategic_human_resource_management</a>                               |
| 3                   | <a href="http://www.rcemorissa.org/images/SHRM-_S_Paikaray_.pdf">http://www.rcemorissa.org/images/SHRM-_S_Paikaray_.pdf</a>   |
| 4                   | <a href="https://www.otaru-uc.ac.jp/~js/downloads/SP2005-PDF/SP2005-Chapter2SHRM.pdf">https://www.otaru-uc.ac.jp/~js/downloads/SP2005-PDF/SP2005-Chapter2SHRM.pdf</a>   |

**MOOCs:**

| Resources No |   |
|--------------|---|
| 1            | <a href="https://www.edx.org/">https://www.edx.org/</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>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                 |               |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>             |               |
| III  | HR06               | <i>HRD Instruments(Core HR)</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>               | <b>Marks</b>  |
| Core   | 2                  | CES                             | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

- i. Understanding the usage of assessment centre
- ii. Appraise the techniques of personality assessment
- iii. Formulating the assessment centre for organizational development
- iv. Understanding HRD instruments
- v. comparing and applying various methods of test and instruments
- vi. Determining the use of organizational culture profile

Learning Outcomes :

- i. Describe usage of assessment centre
- ii. applying the techniques for personality assessment
- iii. Identify the usage of assessment centre for organizational development
- iv. Explain the HRD instruments
- v. distinguish different methods of test and instruments
- vi. assess the organizational culture profile

|                |  |
|----------------|--|
| Name : -       | Syllabus – <i>HRD Instruments</i>  |
| Unit No :<br>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   |
| Unit No :<br>2 | <b>Concept of Assessment</b> Why to assess, when to assess, What to assess, how to assess, methods and techniques of assessment.   |
| Unit No :<br>3 | <b>Application of assessment center method in organizational development</b> OD interventions, managers involvement, group skills improvement, management improvement, organizational improvement.   |
| Unit No :<br>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   |
| Unit No :<br>5 | <b>Tests for personal and interpersonal orientation and behavior</b> FIRO-B, PE Scale, Cattell'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. |
| Unit No :<br>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.  |

**Reference Books:**

| Reference Books (Publisher) | Name of the Author              | Title of the Book   | Year Edition | Publisher Company           |
|-----------------------------|---------------------------------|---|--------------|-----------------------------|
| 1 – National                | Udai Pareek                     | Training Instruments for HRD  |              |                             |
| 2 – National                | S.K. Bhatia                     | Training and Development – concept and practice                                 |              | Sage Publications Pvt. Ltd. |
| 3 – National                | Radha Sharma                    | 36 –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 - Marketing Management: Course - Consumer Behavior.

|  |             |                    |              |
|--|-------------|--------------------|--------------|
| Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                    |              |
| Semester   | Course Code | Course Title       |              |
| III  | MK01        | Consumer Behaviour |              |
| Type   | Credits     | Evaluation         | Marks        |
| Core Elective  | 2           | CES                | UE:IE =70:30 |

Course Objectives:

|   |  |
|---|--|
| Subject / Course Objectives:  |  |
| <ol style="list-style-type: none"> <li>i. To understand the importance Consumer Behavior in Marketing.</li> <li>ii. To study the individual determinants of Consumer Behavior.</li> <li>iii. To realize the environmental influences on Consumer Behavior.</li> <li>iv. To study the Buying decision making process and its types.</li> <li>v. To study the Consumer Behavior in Indian context.</li> <li>vi. To understand the role of B2B marketing.</li> </ol> |  |
| Learning Outcomes:  |  |
| <ol style="list-style-type: none"> <li>i) To learn the knowledge of the Consumer Behavior in Marketing.</li> <li>ii) To identify the needs and wants of the customers.</li> <li>iii) To analyze the environmental influences on Consumers.</li> <li>iv) To know to the steps in Buying Behavior process.</li> <li>v) To realize the Consumer Behavior in Indian context.</li> <li>vi) To learn the Consumer Behavior in B2B marketing.</li> </ol>                 |  |
| Name: -   | Syllabus – <i>Consumer Behaviour</i>   |
| Unit No: 1  | <p>Introduction to Consumer Behavior:<br/>                     Meaning of Customers and Consumers, Difference between Customers and Consumers, Types of Customers and Consumers.<br/>                     Definition and Meaning of Consumer Behavior, Different Buying Roles in Consumer Behavior, Importance of Consumer Behavior in Marketing.</p>  |
| Unit No: 2  | <p>Individual Determinants of Consumer Behavior:<br/>                     Consumer Needs- Meaning of Consumer Needs, Maslow’s Hierarchy of Needs.<br/>                     Motivation and Involvement–Meaning of Motivation, Elements of Motivation, Buying Motives and its types, Positive and Negative Motivation.<br/>                     Involvement – Meaning and Types of Involvement, Measures of Involvement.<br/>                     Personality and Self-concept–Meaning of Personality, Nature of Personality.<br/>                     Self-concept – Meaning of Self-concept, Components of Self-concept.<br/>                     Perception Learning– Meaning of Perception, Elements of Perception.<br/>                     Learning - Meaning of Learning, Elements of Learning.<br/>                     Attitude and Attitude change–Meaning of Attitude, Characteristics of Attitude, Strategies for Attitude change.</p> |
| Unit No: 3  | <p>Environmental Determinants of Consumer Behavior:<br/>                     Cultural influences, Sub cultural influences, Social Class influences, Social Group influences, Family influences and Personal influences on Consumer Behavior.</p>   |
| Unit No: 4  | <p>Consumer Buying Decision Making Process:<br/>                     Need recognition, Information Search, Evaluation of alternatives, Purchase decision, Post Purchase behavior.<br/>                     Consumer Behavior Models:<br/>                     Howard Seth Model, Engel-Blackwell-Miniard Model and Nicosia Model of Consumer Buying behavior.</p>  |
| Unit No: 5  | <p>Types of Buying Behavior:<br/>                     Complex Buying Behavior, Dissonance-Reducing Buying Behavior, Habitual</p>   |

|            |   |
|------------|---|
|            | <p>Buying Behavior and Variety Seeking Buying Behavior.</p> <p>E-Buying Behavior.</p> <p>Consumer Research:<br/> Meaning of Consumer Research, Consumer Research Process, Methods of Consumer Research, Role of Consumer Research in Consumer Behavior.</p> <p>Diffusion and Adoption of Innovation:<br/> Meaning of Diffusion of Innovation, Diffusion of Innovation Process,<br/> Meaning of Adoption of Innovation, Adoption of Innovation Process, Importance of Adoption and Diffusion of Innovation in Consumer Behavior.</p> |
| Unit No: 6 | <p>Introduction to B2B Marketing -<br/> Meaning of Business Marketing, Business Market Customers, Characteristics of Business Markets, Organizational Buying Behavior, Marketing Strategies for Business Markets, Organizational Markets in India.</p>  |

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<br>2014  | Sultan Chand & Sons, New Delhi. |
| 2 – National                | Suja R. Nair  | Consumer Behaviorin Indian Perspective Text with Cases | 2 <sup>nd</sup> Edition<br>2015  | Himalaya Publishing House.      |
| 3 – National                | Michael D. Hutt & Thomas W. Speh                      | Business Marketing Management: B2B                     | 12 <sup>th</sup> Edition<br>2016 | South-Western Publication.      |
| 4 – International           | Blackwell, Miniard, Engel & Rehman                    | Consumer Behavior India Edition                        | 10 <sup>th</sup> Edition<br>2017 | Cengage Learning.               |
| 5 – International           | Leon G. Schiffman, Joseph Wisenblit & S. Ramesh Kumar | Consumer Behavior                                      | 12 <sup>th</sup> Edition<br>2018 | Pearson.                        |
| 6 – International           | David L. Loudon & Albert J. Della Bitta               | Consumer Behavior: Concept and Applications            | 4 <sup>th</sup> Edition<br>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: Course – Services Marketing

|  |             |                    |              |
|--|-------------|--------------------|--------------|
| Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                    |              |
| Semester   | Course Code | Course Title       |              |
| III  | MK02        | Services Marketing |              |
| Type   | Credits     | Evaluation         | Marks        |
| Core Elective  | 2           | CES                | UE:IE =70:30 |

Course Objectives:

|   |   |
|---|---|
| Subject / Course Objectives:  |   |
| <ul style="list-style-type: none"> <li>i. To provide in-depth insight in managing and delivering of quality services</li> <li>ii. To create awareness about the services sector, the challenges and opportunities therein.</li> <li>iii. To understand the need and importance of people, process and physical evidence in Services Marketing Mix.</li> </ul> |   |
| Learning Outcomes:  |   |
| After studying this course the learner would be able to   |   |
| <ul style="list-style-type: none"> <li>i) Understand the challenges and opportunities involved in services sector.</li> <li>ii) Understand the aspects of developing new services, promoting the services and making it available in a convenient manner.</li> </ul>  |   |
| Name: -   | Syllabus – Services Marketing   |
| Unit No: 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.   |
| Unit No: 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<br>Place : Place – Distribution Strategies for Services, channels of distribution in services, Challenges in distribution of Services<br>Promotion: Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Services marketing triangle<br>Pricing: Pricing objectives, Pricing strategies- market skimming , market penetration, synchro pricing, psychological or odd pricing , market segmentation pricing |
| Unit No: 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<br>Physical evidence: Nature, Importance of physical evidence in services; Service scope.<br>Process: Service as a process & as a system– Strategies for managing inconsistency – Customers as ‘co-producers’ of services; Self Service Technologies   |
| Unit No: 4  | Service Guarantee – Concept, Handling complaints effectively; Defects, Failures and Recovery.   |
| Unit No: 5  | Service Quality: Meaning, Determinants /dimensions of service quality; How customers evaluate service performance, Service Quality Models- Gaps Model, SERVQUAL   |
| Unit No: 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.  |



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 Chaterjee                                | 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/ful">https://www.tandfonline.com/doi/ful</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>                                     |

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |   |               |
|--|--------------------|---|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                                 |               |
| I  | FM01               | <i>Investment Analysis and Portfolio Management</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                                   | <b>Marks</b>  |
| Core Elective  | 2                  | CES   | UE:IE = 70:30 |

### **Course Objectives:**

#### **Subject / Course Objectives :**

- i) To acquaint the students with basic concepts and avenues of investment, concept of risk and return related to investment.
- ii) To explain the concept of Mutual Funds and derivatives and how to evaluate them.
- iii) To explain the concept and applications of fundamental analysis and technical analysis for stock investments.
- iv) To clarify how to construct the Investment plans for Individuals in different stages of life cycles and different situations.
- v) To explain the calculation of the risk and return for securities and for portfolios.
- vi) To elucidate the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

#### **Learning Outcomes :**

At the end of the programme students will able to-

- i) Understand the risk and return relationship and various investment alternatives available in India.
- ii) Comprehend the concept of Mutual Funds and derivatives and how to evaluate them.
- iii) Understand how to use fundamental analysis and technical analysis for stock investments.
- iv) 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.
- v) Evaluate the effect of risk on investment decisions. Students will able to calculate the risk and return for securities and for portfolios.
- vi) Understand the modern portfolio theory and market efficiency using both theoretical and empirical arguments.

|                        |   |
|------------------------|---|
| <b>Units: -</b>        | <i>Investment Analysis and Portfolio Management</i>   |
| <b>Unit No :<br/>1</b> | 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  |
| <b>Unit No :<br/>2</b> | 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   |
| <b>Unit No :<br/>3</b> | 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 |
| <b>Unit No :<br/>4</b> | Portfolio Management: Portfolio Meaning, Characteristics and Objectives, 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   |
| Unit No :<br>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 |
| Unit No :<br>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                                    |

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:**

| 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>                                       |
| 3            | <a href="https://alison.com/certificate-courses">https://alison.com/certificate-courses</a> |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                  |               |
|---|-------------|----------------------------------|---------------|
| Semester  | Course Code | Course Title                     |               |
| III   | FM02        | Management of Financial Services |               |
| Type  | Credits     | Evaluation                       | Marks         |
| Core Elective   | 2           | CES                              | UE:IE = 70:30 |

**Course Objectives:**

|   |  |
|---|--|
| <b>Subject / Course Objectives :</b> <ol style="list-style-type: none"> <li>i) 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>ii) To make critical appraisal of the working of the specific financial Services in India.</li> <li>iii) To brief the students about developments in financial services.</li> <li>iv) To provide a judicious mixture of theory and business practices of the contemporary Indian financial services.</li> </ol>   |  |
| <b>Learning Outcomes :</b> After completion of this course, the student will be able to <ol style="list-style-type: none"> <li>i) Understand the role and function of the Indian financial system , Financial Market and Various instruments of Financial Services.</li> <li>ii) 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>iii) Understand the concept of Rural Banking, Microfinance in Indian Financial service.</li> <li>iv) Evaluate and create strategies to promote financial products and services.</li> </ol> |  |
| <b>Units: -</b>   | <b>Syllabus – Management of Financial Services</b>   |
| <b>Unit No :</b><br>1   | <p>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.</p> <p>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 .</p> |
| <b>Unit No :</b><br>2   | <p>Financial Market Operations: Recent Development of Indian Capital and Money Market ,</p> <p>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.</p> <p>Money Market Operation: features and objective of money market, Recent</p>  |

|                |  |
|----------------|--|
|                | <p>Developments, Composition of Money Market.</p> <p>Stock Market Operations: Stock Exchange functions in India, Listing of securities- Stock Indices in India- SENSEX and NIFTY - BSE&amp;NSE</p>   |
| Unit No :<br>3 | <p>Investment Banking Overview of commercial vs. Investment banking, capital raising, debt, equities,</p> <p>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.</p> <p>Mutual Fund: Concept, Structure of Mutual fund Operations in India, Types of Mutual Fund, Advantages and Limitations of Mutual Fund, Problems for Slow growth of Mutual fund concept in India, Guidelines for Mutual fund service, Rights &amp;facilities for Investors, Future of Mutual fund industry. Recent cases on Mutual Fund Industries in India</p> |
| Unit No :<br>4 | <p>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</p>  |
| Unit No :<br>5 | <p>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.</p> <p>Securitization: Concept and Meaning, modus Operandi, Securitization in India and new guidelines on Securitization</p>  |
| Unit No :<br>6 | <p>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.</p> <p>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.</p>   |

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   | 2015                                 | ND publication            |

|            |                 |                    |      |                                  |
|------------|-----------------|--------------------|------|----------------------------------|
|            |                 | Innovation         |      |                                  |
| 7–National | <u>Gurusamy</u> | Financial Services | 2009 | Tata McGraw-Hill Education, 2009 |

Journals :

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:

| Online Resources No | Web site address  |
|---------------------|---|
| 1                   | <a href="http://corporatefinanceinstitute.com">corporatefinanceinstitute.com</a>  |
| 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_Markets_Inst">https://www.google.co.in/books/edition/The Indian Financial System Markets Inst</a>                     |

MOOCs:

| Resources No | Web site address   |
|--------------|--|
| 1            | <a href="#"><u>FinTech and the Transformation in Financial Services (Coursera)</u></a>   |
| 2            | <a href="http://ugcmoocs.inflibnet.ac.in/Subject : Indian Financial Markets and Services (26)"><u>http://ugcmoocs.inflibnet.ac.in/Subject : Indian Financial Markets and Services (26)</u></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>            |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
|---|-------------|--|---------------|
| Semester  | Course Code | Course Title                                   |               |
| III   | HR01        | <i>Human Resource Planning and Development</i> |               |
| Type  | Credits     | Evaluation                                     | Marks         |
| Core Elective   | 2           | CES  | UE:IE = 70:30 |

### Course Objectives:

|  |   |
|--|---|
| Subject / Course Objectives :  |   |
| <ul style="list-style-type: none"> <li>i) Understanding the process of Human resource planning</li> <li>ii) Appraise the techniques of HR planning</li> <li>iii) Formulating the HR procurement and deployment</li> <li>iv) Understanding the role of training and executive development</li> <li>v) comparing and applying various methods of training</li> <li>vi) Determining the training designs and evaluation</li> </ul>              |   |
| Learning Outcomes :  |   |
| <ul style="list-style-type: none"> <li>i) Describe the process of human resource planning</li> <li>ii) applying the techniques for human resource planning</li> <li>iii) Identify the human resource procurement and deployment</li> <li>iv) IV) Explain the role of training and development</li> <li>v) distinguish different methods of training and their applications</li> <li>vi) assess the design and outcome of training</li> </ul> |   |
| Units: -   | Syllabus : <i>Human Resource Planning and Development</i>   |
| Unit No :<br>1   | Concept of Human Resource Planning ; Objectives ; Need and Importance ; Process ; Levels ; problems in HR planning and Factors influencing Human Resource Planning  |
| Unit No :<br>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            |
| Unit No :<br>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   |
| Unit No :<br>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  |
| Unit No :<br>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. |
| Unit No :  | Designing training programme – considerations in designing effective training   |

|   |  |
|---|--|
| 6 | 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 |
|---|--|

### 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 2020 – w.e.f. - Year 2020 – 2021 |             |               |               |
| Semester  | Course Code | Course Title  |               |
| III   | HR02        | Labour Laws-I |               |
| Type  | Credits     | Evaluation    | Marks         |
| Core Elective   | 2           | CES           | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives :

- i. To understand the laws and rules pertaining to labor
- ii. To understand the various concepts and laws in Labour Welfare, health and safety
- iii. To understand the laws and rules pertaining to social security
- iv. To understand the laws related to discipline

Learning Outcomes :

- i. Understanding various importance's of labour laws in effective business management.
- ii. Understanding the legislation related to Labour Welfare, health and safety.
- iii. Understand various statutory provisions related with industrial relations and labour welfare.
- iv. Analyze issues and challenges of applying provisions as per legislations in the industry
- v. Familiarizing, analyzing and applying the role of labor welfare in employee motivation and satisfaction.

|          |   |
|----------|---|
| Units: - | Syllabus <i>Labour Laws-I</i>   |
| 1        | Industrial Jurisprudence<br>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.  |
| 2        | Laws relating to working condition - Factories Act 1948<br>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 |
| 3        | Laws relating to wages<br>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         |
| 4        | Social Security<br>1. The Employee Provident Fund, Miscellaneous Provisions Act, 1952<br>2. The Employee State Insurance Act, 1948<br>3. The Workmen Compensation Act 1923<br>4. The Bombay Labour Welfare Act<br>The role of ILO in promoting social security, Contribution of ILO to Labour Welfare |
| 5        | The INDUSTRIAL EMPLOYMENT ACT (STANDING ORDERS) 1946<br>Definition, Special features, Matters to be provided in Standing Orders, Submission and certification of Standing Orders. Payment of Bonus Act, 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" |
|--|---|

Reference Books:

| Reference Books (Publisher) | Name of the Author           | Title of the Book  |
|-----------------------------|------------------------------|--|
| 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>   |

|   |             |  |               |
|---|-------------|--|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
| Semester  | Course Code | Course Title                                 |               |
| III   | IB01        | Regulatory Aspects of International Business |               |
| Type  | Credits     | Evaluation                                   | Marks         |
| Core elective   | 2           | CES  | UE:IE = 70:30 |

Course Objectives:

|   |   |
|---|---|
| Subject / 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>  |   |
| Units: -  | Syllabus – <i>Regulatory Aspects of International Business</i>  |
| Unit No : 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   |
| Unit No : 2   | Framework of Statutes that govern cross border trade, Statutes framed by country of origin of transaction & International Guidelines  |
| Unit No : 3   | Regulation of International Banking, High Financial gearing, BCCI International affair, Bank for International Settlement   |
| Unit No : 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   |
| Unit No : 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 |
| Unit No : 6   | International Debt Crises, Herstatt Bank Crisis, Asian & other crises, Sovereign Risk – State Immunity Act, International Accounting Standards, Trade related Intellectual Property Rights, World Transfer Pricing  |

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 Business (Aspen College) by <a href="#">Eric L. Richards</a> | Wolters Kluwer Law & Business (February 27, 2014) |
| International   | International Banking Legal and Regulatory Aspects(Diploma in International Banking and Finance) by   | Publisher-Rajiv Beri from Macmillan India Ltd.    |

|          |   |                                    |
|----------|---|------------------------------------|
|          | Indian Institute of Banking and Finance, Mumbai 2007-2008       |                                    |
| 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> |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
|---|-------------|--|---------------|
| Semester  | Course Code | Course Title   |               |
| III   | IB02        | <i>Export Import Policies Procedures and Documentation</i> |               |
| Type  | Credits     | Evaluation   | Marks         |
| Core Elective   | 2           | CES  | UE:IE = 70:30 |

**Course Objectives:**

|  |  |
|--|--|
| Subject / 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> |  |
| Units: -   | Syllabus – <i>Export Import Policies Procedures and Documentation</i>  |
| Unit No : 1  | International Business – Nature & Scope, Framework of International Business, Meaning of Export/ Deemed Export/ Import |
| Unit No : 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.  |
| Unit No :<br>3 | Documentation in Export/ Import required for Sales Contract, Shipment, Custom Clearance, Banks, Insurance and Transport etc.  |
| Unit No :<br>4 | Cross Border Payment Settlement Procedure with Advanced Payment Method, Open Account Method, Documentary Credit, Documentary Collection and Consignment Trading   |
| Unit No :<br>5 | International Trade Logistics – Meaning, Objective, International Logistic Agencies in India and outside India, their functions.  |
| Unit No :<br>6 | Warehousing, Ports in India, Port Efficiency and Productivity, Freight Forwarder, Custom House Agent, Multimodal Transport Operator, Containerization – Types and Dimensions, Linear Shipping Services\<br><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. |

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> |

|   |             |                    |               |
|---|-------------|--------------------|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                    |               |
| Semester  | Course Code | Course Title       |               |
| III   | PM01        | QUALITY MANAGEMENT |               |
| Type  | Credits     | Evaluation         | Marks         |
| Core Elective   | 2           | CES                | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives :

- i) To understand the Quality Management concept and principles and the various tools available to achieve Quality Management.
- ii) 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.
- iii) Stressing upon the importance of the quality principles on the business performance.

Learning Outcomes :

1. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
2. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
3. Critically appraise the organizational, communication and teamwork requirements for effective quality management
4. Critically analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.

Units: - Syllabus – Quality Management

|                |   |
|----------------|---|
| Unit No :<br>1 | Introduction : Definition, importance, objectives of quality, Types of Quality, Customer driven quality, determinants of quality, cost of quality, dimensions of quality  |
| Unit No :<br>2 | Quality Control: Quality and Financial performance, quality control objectives, quality control and inspection, quality assurance.  |
| Unit No :<br>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.<br>Construction & use of the control charts. |
| Unit No :<br>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.   |
| Unit No :<br>5 | Customer Focus: The importance of customer satisfaction, ACSI Model, Kano's model of customer satisfaction, customer – driven quality cycle.  |
| Unit No :<br>6 | Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality, Quality Auditing, Six Sigma, Taguchi method, TS 16949, Kaizen.   |

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                | 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:

| Online Resources No | Web site address  |
|---------------------|---|
| 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:

| 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> |

|   |             |                                |               |
|---|-------------|--------------------------------|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                |               |
| Semester  | Course Code | Course Title                   |               |
| III   | PM02        | Business Process reengineering |               |
| Type  | Credits     | Evaluation                     | Marks         |
| Core Elective   | 2           | CES                            | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives :

- i) To explain how organizational performance in terms of efficiency and effectiveness can be improved through BPR.
- ii) To introduce BPR as a change management tool.
- iii) To explore and master the fundamental principles of BPR.

Learning Outcomes :

- I) DEFINE the key terms associated with Business Process Reengineering.
- II) EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
- III) APPLYING APPLY modeling tools for simple business processes
- IV) FORMULATE a working plan to establish a Business Process Reengineering team
- V) EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
- VI) IMAGINE ways to improve business or non-business processes.

Units: - Syllabus *Business Process reengineering*

Unit No : 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, Overview of business process reengineering, Business processes improvement

Unit No : 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 management concepts: TQM, Quality function deployment, ISO standards, ERP. BPR and Process Simplification, BPR and Continuous Improvement

Unit No : 3  
Enablers of BPR: Enablers of BPR in manufacturing – Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development. Relationship between BPR and information technology, Role of information technology in reengineering, Criticality of IT in business process.

Unit No : 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



|                |   |
|----------------|---|
| Unit No :<br>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   |
| Unit No :<br>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.<br>Success factors of BPR: Reengineering success factors, Critical success factors of BPR, |

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 No | Web site address  |
|---------------------|---|
| 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:

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

|  |                    |                                   |              |
|--|--------------------|-----------------------------------|--------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                   |              |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>               |              |
| III  | IT01               | <i>System Analysis and Design</i> |              |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                 | <b>Marks</b> |
| Core Elective  | 2                  | CES                               | IE:UE=70:30  |

### Course Objectives:

Subject / Course Objectives :

- i) Explain what systems are and how they are developed.
- ii) Identify and describe the phases of the systems development life cycle.
- iii) Follow the analysis portion of the Systems Development Life Cycle in a disciplined manner.
- iv) Develop and evaluate system requirements.
- v) Work effectively in a team environment.
- vi) Describe the role and responsibilities of the systems analyst in the development and management of systems.

Learning Outcomes :

- i) IExplain the need for and value of a formalized step-by-step approach to the analysis, design, and implementation of computer information systems.
- ii) Use tools and techniques for process and data modeling.
- iii) Describe the role and responsibilities of the participants in information systems° development.
- iv) Develop a feasibility analysis of a proposed system.
- v) Develop and deliver a Requirements Definition Proposal for a new system in a well-structured business proposal.
- vi) Explain the common ways projects fail and how to avoid these failures.
- vii) Implement various project management tools.

|                |   |
|----------------|---|
| Units: -       | Syllabus – <i>System Analysis and Design</i>  |
| Unit No :<br>1 | Introduction to system concepts: Introduction to System, characteristic, elements of system, types of system, categories of information system          |
| Unit No :<br>2 | General phases of system development life cycle: SDLC, waterfall model, prototyping model, spiral model and 4GT, system analysis                        |
| Unit No :<br>3 | 3 Requirement and Structured Analysis: Feasibility Study, Fact-finding techniques, Decision Tree and Decision Table Pseudocode, Structured English, DFD |
| Unit No :<br>4 | Database Design and Documentation Techniques: ERD, System Flow Charts; Functional Decomposition Diagram; Structured Flow-Charts.                        |
| Unit No :<br>5 | User Interface Design: Interface Design Dialogue, Strategies, Screen Management   |
| Unit No :<br>6 | Practical and case studies  |

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    |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |  |               |
|---|-------------|--|---------------|
| Semester  | Course Code | Course Title                                   |               |
| III   | IT02        | <i>Information System Security &amp; Audit</i> |               |
| Type  | Credits     | Evaluation                                     | Marks         |
| Core Elective   | 2           | CES  | UE:IE = 70:30 |

**Course Objectives:**

**Subject / Course Objectives :**

- vii) Describe the general framework for IT risks and control.
- viii) Identify the unique elements of computer environment and discuss how they affect the audit process.
- ix) Describe the security aspect and audit issues related to computer security.
- x) To enable the students to grasp knowledge of Auditing along with exposure to modern business information systems.
- xi) Understand the audit objectives and procedures used to test data management controls.
- xii) Discuss the stages in the SDLC

**Learning Outcomes :**

- I) Understand the difference between Security Metrics and Audits.
- II) Knowledge on Vulnerability Management
- III) Know the Information Security Audit Tasks, Reports and Post Auditing Actions
- IV) Understand Information Security Assessments
- V) Examine the multiple layers of IS security in organizations.
- VI) Analyze the risk management approach to information assets' security with respect to operational and organizational goals.
- VII) Evaluate physical and logical security controls, and the automated approaches in IS security.

**Units: -** Syllabus – *Information System Security & Audit*

**Unit No : 1** 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) 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 integrity and security, logical access controls and issues , preventative, detective, deterrent, corrective, recovery, Administrative, Technical, Physical Types of audit procedures, Overview of steps in an audit, Auditing around or through the computer

**Unit No : 2** Meaning of Risk, 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.

**Unit No : 3** Information security programs- 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  |
| Unit No :<br>4 | Software / System Development Life Cycle- 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)   |
| Unit No :<br>5 | 5 Evidence Collection- 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 IntegrityIntroduction, 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 |
| Unit No :<br>6 | 6 Audit planning - 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   |

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,<br>Daug Dayton | “Information Technology Audit Handbook”,        | (1997),      | Prentice Hall,<br>ISBN:<br>0136143148   |
| 2 – National                | Ron Weber                   | Information Systems Control and Audit”,         |              | Pearson Education Inc.,<br>Ninth Impression,<br>2013, ISBN<br>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,         | “Information Technology Control and Audit”      |              | Auerbach Pub,<br>ISBN:  |

|                   |   |   |  |  |
|-------------------|---|---|--|--|
|                   | Sandra Allen-Senft, Daniel P. Manson (1999) |   |  | 0849399947                                 |
| 5 – International | James A. Hall                               | “Information Systems Auditing and Assurance,” |  | South Western College Publishing, 1999.    |
| 6 – International | Michael E. Whitman and Herbert J. Mattord   | Principles of Information Security,”          |  | “Thomson Course Technology, 3rd Ed., 2008. |

| 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    |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                 |               |
|---|-------------|-----------------|---------------|
| Semester  | Course Code | Course Title    |               |
| III   | AM01        | Rural Marketing |               |
| Type  | Credits     | Evaluation      | Marks         |
| Core Elective   | 2           | CES             | UE:IE = 70:30 |

Course Objectives:

Subject / Course Objectives :

- i) 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
- ii) To familiarize the students with the basic concepts of Rural Marketing,
- iii) To make the students aware of nature of the Rural Consumer
- iv) To give insights of marketing of agricultural inputs and produce.

Learning Outcomes :

- I) Understand the importance of Rural Markets
- II) Sensitize to the needs and behavior of consumers and channels
- III) Utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making
- IV) Understand the Rural Market Segmentation and Rural Products
- V) Expose the students to Rural Market Distribution and services

Units: - Syllabus – *Rural Marketing*

Unit No : 1 Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India

Unit No : 2 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.

Unit No : 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

Unit No : 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.

Unit No : 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

Unit No : 6 Cases related to the topics covered under earlier units.

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&LalithaRamakrishnan, | “Rural Marketing” – |              | , Pearson education. |



|              |   |  |  |                    |
|--------------|---|--|--|--------------------|
|              |   | Text and Cases                                       |  |                    |
| 2 – National | C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan | , “Cases in rural marketing an integrated approach”. |  | Pearson education. |
| 3 – National | Robert Chambers                                 | “Rural Development: Putting the last first           |  | Pearson education. |

MOOCs:

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

|   |             |   |               |
|---|-------------|---|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |   |               |
| Semester  | Course Code | Course Title                            |               |
| III   | AM02        | Supply Chain Management in Agribusiness |               |
| Type  | Credits     | Evaluation                              | Marks         |
| Core elective   | 2           | CES                                     | UE:IE = 70:30 |

Course Objectives:

|   |  |
|---|--|
| Subject / Course Objectives :   |  |
| i) Understand the principles of supply chain management and its importance in business management.<br>ii) Know the emerging practices, challenges and trends in supply chains.<br>iii) Understand the Supply Chain Strategy<br>iv) Understand the Logistics Management in Supply Chains<br>v) Understand the Information Technology for Supply Chain Management             |  |
| Learning Outcomes :   |  |
| I) Understand the principles of supply chain management and its importance in business management.<br>II) Know the emerging practices, challenges and trends in supply chains.<br><br>III) Understand the Supply Chain Strategy<br><br>IV) Understand the Logistics Management in Supply Chains<br><br>V) Understand the Information Technology for Supply Chain Management |  |
| Units: -  | Syllabus <i>Supply Chain Management in Agribusiness</i>  |
| Unit No : 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.   |
| Unit No : 2   | Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.  |
| Unit No : 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.   |
| Unit No : 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. |
| Unit No : 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.                                      |
| Unit No : 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,                                      |

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 RV. 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            | <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>       |

|   |             |                           |               |
|---|-------------|---------------------------|---------------|
| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                           |               |
| Semester  | Course Code | Course Title              |               |
| III   | R01         | Introduction to Retailing |               |
| Type  | Credits     | Evaluation                | Marks         |
| Core Elective   | 2           | CES                       | UE:IE = 70:30 |

Course Objectives:

|  |  |
|--|--|
| Subject / Course Objectives :  |  |
| i) To familiarize the students with evolution and growth of Retailing, expectations of customers and<br>ii) To study the importance of retailing in the current business scenario. |  |
| Learning Outcomes :  |  |
| I) Enable the students to gain knowledge on concepts, formats and managerial practices of retailing  |  |
| II) Enable the students to gain skills on analysis and decision making in retailing management   |  |
| III) Understand to the Product Categories, Types and Formats   |  |
| IV) Understand to the Retail Strategy  |  |
| V) Understand to the Store Operation and Services  |  |
| Units: -   | Syllabus – <i>Introduction to Retailing</i>  |
| Unit No : 1  | Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.  |
| Unit No : 2  | Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization,   |
| Unit No : 3  | The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs. |
| Unit No : 4  | 4 Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.   |
| Unit No : 5  | Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India, Environment and Legislation For Retailing, FDI in Retailing  |
| Unit No : 6  | Case Studies in Retail Management  |

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 | A            |                   |

## MOOCs:

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

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                   |               |
|---|-------------|-----------------------------------|---------------|
| Semester  | Course Code | Course Title                      |               |
| III   | R02         | Retail Management and Franchising |               |
| Type  | Credits     | Evaluation                        | Marks         |
| Core Elective   | 2           | CES                               | UE:IE = 70:30 |

## Course Objectives:

|  |   |
|--|---|
| Subject / Course Objectives :  |   |
| To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. |   |
| Learning Outcomes :  |   |
| I) Understand the retail sector and the range of retail occupations.   |   |
| II) describe the characteristics of the local retail environment   |   |
| III) identify different retail occupations and the related skills, attributes and behaviours.  |   |
| IV) state factors that influence customer expectations.  |   |
| V) explain how a Point of Sale is used in retail.  |   |
| Units: -   | Syllabus Retail Management and Franchising  |
| Unit No :<br>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. |
| Unit No :<br>2   | Retail Strategic Planning: Meaning, importance, steps involved in retail strategic planning.  |
| Unit No :<br>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.   |
| Unit No :<br>4   | Location: Introduction, Geographic location decision, location site and types of retail development, location techniques, catchment area analysis, leasing of a retail outlet.  |
| Unit No :<br>5   | Store Design & Layout: Introduction, Store & its image, The External Store, Internal Store, Display, visual merchandising & atmospherics, types of layout.  |
| Unit No :<br>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.   |

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                           | – David            | Retail Marketing Management |              | Pearson           |

|                  |                                 |  |      |                            |
|------------------|---------------------------------|--|------|----------------------------|
| International    | Gilbert                         |  |      | 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, Pragati Prakashan                 |      | 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: Course - Project Risk Management.

|   |             |                         |              |
|---|-------------|-------------------------|--------------|
| Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2021– 2022 |             |                         |              |
| Semester  | Course Code | Course Title            |              |
| III   | PR01        | Project Risk Management |              |
| Type  | Credits     | Evaluation              | Marks        |
| Core Elective   | 2           | CES                     | UE:IE =70:30 |

Course Objectives:

|   |   |
|---|---|
| Subject / Course Objectives:  |   |
| <ul style="list-style-type: none"> <li>i) To understand how to apply customizable, industry-robust Templates to create a Risk Management Plan and Risk Register</li> <li>ii) To understand how to Use Qualitative Risk analysis process to Identify Risk Exposure</li> <li>iii) To understand how to Translate Risk into actual Time and Cost impact using proven Quantitative Risk Analysis Tools</li> <li>iv) To understand how to Utilize Technique to Design your Risk Response Strategies</li> <li>v) To understand how to Monitor Risk Triggers to control uncertainties and maximize project payoff</li> </ul> |   |
| Learning Outcomes:  |   |
| <ul style="list-style-type: none"> <li>i) Develop skills to help you enhance your skills on project risk management.</li> <li>ii) Help in identifying and measuring risks in project development and implementation,</li> <li>iii) Learn to quantify risks and create risk response strategies to deliver projects that meet stakeholder expectations..</li> </ul>  |   |
| Name: -   | Syllabus – Project Risk Management  |
| Unit No: 1  | <b>Introduction to Risk Management</b><br>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 |
| Unit No: 2  | <b>Risk Management Planning</b><br>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   |
| Unit No: 3  | <b>Identify Risks</b><br>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   |
| Unit No: 4  | <b>Risk Analysis</b><br>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  |
| Unit No: 5  | <b>Planning Risk Responses</b><br>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  |
| Unit No: 6  | <b>Monitoring and Controlling Risks</b><br>Risk Monitoring and Controlling Process, Inputs to Risk Monitoring and Controlling Process, Techniques in Risk Monitoring and Controlling<br>Risk Reassessment, Risk Audits, Variance and Trend Analysis   |

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: Course – Microsoft Project 2010

|   |             |                        |              |
|---|-------------|------------------------|--------------|
| Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2021– 2022 |             |                        |              |
| Semester  | Course Code | Course Title           |              |
| III   | PR02        | Microsoft Project 2010 |              |
| Type  | Credits     | Evaluation             | Marks        |
| Core Elective   | 2           | CES                    | UE:IE =70:30 |

Course Objectives:

|   |
|---|
| <p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>i) To understand best in class templates</li> <li>ii) To schedule tasks effectively.</li> <li>iii) To collaborate with project partners with ease.</li> <li>iv) To understand how to get updates and stay current</li> </ul> |
|---|

|   |
|---|
| <p>Learning Outcomes:</p> <ul style="list-style-type: none"> <li>i) Understand the Microsoft Project 2010 Interface</li> <li>ii) Learn Best Practices in Planning and Scheduling using Microsoft Project and Checklists</li> <li>iii) Learn Resource Planning, How to resolve Resource Workload, Re-Assignments and Performance Review</li> </ul> |
|---|

| Name       | Syllabus – Microsoft Project 2010  |
|------------|--|
| Unit No: 1 | <b>Best Practice Guidelines and Checklists on Project Scheduling</b><br>Scheduling in a Nut Shell, Scheduling Best Practices and Guidelines, Do's and Don'ts, Overview of Microsoft Project 2010   |
| Unit No: 2 | <b>Resolving Resource Workload Over Allocation</b><br>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 |
| Unit No: 3 | <b>Optimizing for Scope, Time, Cost and Resource</b><br>Strategies for Optimizing the Schedule, Managing Critical Path using Microsoft Project, Running What-if Scenarios in Microsoft Project, Determining Critical Resources   |
| Unit No: 4 | <b>Managing Multiple Projects</b><br>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  |
| Unit No: 5 | <b>Customizing and Sharing Objects</b><br>Customizing Project Objects, Sharing Objects between Projects, Using Project Templates   |
| Unit No: 6 | <b>Analyzing Projects</b><br>Analyzing Project Progress, Measuring Performance using Earned Value Analysis, Responding to Changes in your Project  |

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                     | 1 <sup>st</sup> Edition | Sybex                |

|  |  |   |  |  |
|--|--|---|--|--|
|  |  | Project Management:<br>Real World Skills for<br>Certification and<br>Beyond |  |  |
|--|--|---|--|--|

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> |

# Semester IV

| <b>MBA (HR) Semester IV</b>                                   |  |                |  |
|---|--|----------------|--|
| <b>Course Code</b>  | <b>Semester – IV</b>   | <b>Credits</b> |  |
| 401   | Project Management( <b>Common for General and HR</b> )                   | 2              |  |
| 402   | Environment & Disaster Management( <b>Common for General and HR</b> )    | 2              |  |
| 403   | Labour Laws II   | 2              |  |
| <b>HR03</b>   | Specialization I - E-(iii): Compensation and Benefits Management         | 2              |  |
| <b>HR04</b>   | Specialization I - E-(iv): Competency Mapping and Performance Management | 2              |  |
|   |  |                |  |
| <b>See groups</b>   | Specialization II - E-(iii)  | 2              |  |
|   | Specialization II - E-(iv)   | 2              |  |
| <b><i>Open Courses: Any one course from the following</i></b> |  |                |  |
| 404   | Introduction to Data Science   | <b>1</b>       |  |
| 405   | Artificial Intelligence for Managers                                     | <b>1</b>       |  |
| 406   | HR Analytics   | <b>1</b>       |  |

## LIST OF SPECIALIZATION - ELECTIVES

### Elective: **Marketing Management**

| Sem III |                    | Sem IV |                                       |
|---------|--------------------|--------|---------------------------------------|
| Code    | Name of the course | Code   | Name of the course                    |
| MK01    | Consumer Behaviour | MK03   | Sales & Distribution Management & B2B |
| MK02    | Services Marketing | MK04   | Integrated Marketing Communication    |

### Elective: **Financial Management**

| Sem III |  | Sem IV |                                    |
|---------|--|--------|------------------------------------|
| Code    | Name of the course                         | Code   | Name of the course                 |
| FM01    | Investment Analysis & Portfolio Management | FM03   | Corporate Finance                  |
| FM02    | Management of Financial Services           | FM04   | International Financial Management |

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

| Sem III |   | Sem IV |   |
|---------|---|--------|---|
| Code    | Name of the course                      | Code   | Name of the course                            |
| HR01    | Human Resource Planning and Development | HR03   | Compensation and Benefits Management          |
| HR02    | Labour Laws I                           | HR04   | Competency Mapping and Performance Management |

### Elective: **CORE HR**

| Sem III |                    | Sem IV |                            |
|---------|--------------------|--------|----------------------------|
| Code    | Name of the course | Code   | Name of the course         |
| HR05    | Strategic HRM      | HR07   | Negotiation and Counseling |
| HR06    | HRD Instruments    | HR08   | HR Audit                   |

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

| Sem III |  | Sem IV |                            |
|---------|--|--------|----------------------------|
| Code    | Name of the course                                   | Code   | Name of the course         |
| IB01    | Regulatory Aspects of International Business         | IB03   | International Marketing    |
| IB02    | Export Import Policies, Procedures and Documentation | IB04   | Global Business Strategies |

### Elective: **Production & Operations Management**

| Sem III |  | Sem IV |  |
|---------|--|--------|--|
|---------|--|--------|--|

| Code | Name of the course             | Code | Name of the course                  |
|------|--------------------------------|------|-------------------------------------|
| PM01 | Quality Management             | PM03 | Logistics & Supply Chain Management |
| PM02 | Business Process reengineering | PM04 | World Class Manufacturing Practices |

Elective: **Information Technology Management**

| Sem III |                                     | Sem IV |                                  |
|---------|-------------------------------------|--------|----------------------------------|
| Code    | Name of the course                  | Code   | Name of the course               |
| IT01    | System Analysis & Design            | IT03   | RDBMS with Oracle                |
| IT02    | Information System Security & Audit | IT04   | Enterprise Business Applications |

Elective: **Agribusiness Management**

| Sem III |   | Sem IV |  |
|---------|---|--------|--|
| Code    | Name of the course                      | Code   | Name of the course                                       |
| AM01    | Rural Marketing                         | AM03   | Use of Information Technology in Agribusiness Management |
| AM02    | Supply Chain Management in Agribusiness | AM04   | Cooperatives Management                                  |

Elective: **Retail Management**

| Sem III |                                 | Sem IV |                                      |
|---------|---------------------------------|--------|--------------------------------------|
| Code    | Name of the course              | Code   | Name of the course                   |
| R01     | Introduction to Retailing       | R03    | Merchandising, Display & Advertising |
| R02     | Retail Management & Franchising | R04    | Supply Chain Management in Retailing |

Elective: **Project Management**

| Sem III |   |
|---------|---|
| Code.   | Name of the Course                        |
| PR01    | Project Risk Management                   |
| PR 02   | Microsoft Project 2010                    |
| Sem IV  |   |
| PR 03   | Advance Project Management                |
|         | Scanning Business Environment for Project |

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</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   | 2                  | UE and IE                 | UE:IE = 70:30 |

### **Course Objectives:**

| Subject / Course Objectives :   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. To understand the concepts of project planning and organization, budgeting and control, and project life cycles.</li> <li>2. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling.</li> <li>3. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment.</li> <li>4. To become familiar with Microsoft Project in performing simple project management tasks.</li> </ol> |  |
| Learning Outcomes :   |  |
| <ol style="list-style-type: none"> <li>1. Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities.</li> <li>2. Identify resources required for a project and to produce a work plan and resources schedule.</li> <li>3. Evaluate project for quality concept.</li> <li>4. Use of project management tools for project management.</li> </ol>   |  |
| <b>Units</b>  | <b>Syllabus – Project Management</b>   |
| Unit No :<br>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.   |
| Unit No :<br>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 |
| Unit No :<br>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   |
| Unit No :<br>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.   |
| Unit No :<br>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  |
| Unit No :<br>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  |

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                |                                     |  |              |                                       |
| 2 – National                |                                     |  |              |                                       |
| 3 – National                | John M Nicholas                     | Project Management For Business And Technology |              | Prentice Hall Of India Pvt Ltd        |
| 4 – International           | Clifford F Gray, Erik W Larson      | “Project Management : The Managerial Process   |              | Tata Mcgraw - Hill Publishing Co Ltd. |
| 5 – 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:<br>NPTEL / Swayam |
| 2            | www. edx.com   |
| 3            | www.coursera.com   |

|  |                    |  |              |
|--|--------------------|--|--------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |  |              |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                        |              |
| IV   | 402                | <b>Environment and Disaster Management</b> |              |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                          | <b>Marks</b> |
| Core   | 2                  | CES  | IE = 100     |

### Course Objectives:

#### Subject / Course Objectives :

- Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment.
- Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard.
- Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle.

#### Learning Outcomes :

- Understand the natural environment and its relationships with human activities.
- Characterize and examine human affects at the environment.
- 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
- Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global levels.
- Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects

|                    |  |
|--------------------|--|
| <b>Units-</b>      | <b>Environment and Disaster Management</b>   |
| <b>Unit No : 1</b> | <b>The Environment and Ecosystem:</b> Environment and Environmental studies: Definition, concept, components and importance<br>Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology.<br>Food chain, food web and ecological pyramids .<br>Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle)<br>Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).                                       |
| <b>Unit No : 2</b> | <b>Environment as Science:</b> Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study.<br>Impact of Technology on the environment, Environmental Degradation, Sustainable Development, Environmental Education.   |
| <b>Unit No : 3</b> | <b>Biodiversity and its conservation:</b> Definition, genetic, species and ecosystem diversity.<br>Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values<br>Biodiversity at global, National and local levels.<br>India as a mega-diversity nation<br>Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts.<br>Endangered and endemic species of India<br>Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity. |
| <b>Unit No : 4</b> | <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, tsunamis, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.  |
| <b>Unit No :<br/>5</b> | Natural Disasters: Epidemic, Cyclone, Drought, Flood, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami.<br>Man-made Disasters: 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. |
| <b>Unit No :<br/>6</b> | Disaster Management: 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  |

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. 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/Qm92bWdMVk2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0">http://ndl.iitkgp.ac.in/document/Qm92bWdMVk2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkIjZGZ3RT0</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:

| 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>   |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                |          |
|---|-------------|----------------|----------|
| Semester  | Course Code | Course Title   |          |
| IV  | 403         | Labour Laws-II |          |
| Type  | Credits     | Evaluation     | Marks    |
| Core  | 2           | CES            | IE = 100 |

### Course Objectives:

Subject / Course Objectives :

- i) To adopt good techniques to have healthy industrial relations
- ii) 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
- iii) To give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available
- iv) To adopt good techniques to have healthy industrial relations

Learning Outcomes :

- i. Understanding various importances of industrial relations in effective business management.
- ii. Understanding the legislation related to industrial relations.
- iii. Understand various statutory provisions related with industrial relations and labour welfare.
- iv. Analyze issues and challenges of applying provisions as per legislations in the industry
- v. Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction.

Units : - Syllabus *Labour Laws-II*

Unit No : **INDUSTRIAL RELATIONS – An Overview**

1  
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

Unit No : **THE INDUSTRIAL DISPUTES ACT, 1947.**

2  
The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machinery 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  |
| Unit No :<br>3 | <b>TRADE UNION ACT,1926</b><br>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.<br>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 |
| Unit No :<br>4 | <b>COLLECTIVE BARGAINING</b><br>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   |
| Unit No :<br>5 | 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, The Role Of International Labour Organisation  |
| Unit No :<br>6 | <b>THE CONTRACT LABOUR ACT</b><br>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.<br>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              |

#### 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>   |

**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://www.global-labour-university.org/index.php?id=468&amp;L=952">https://www.global-labour-university.org/index.php?id=468&amp;L=952</a>   |

## **MBA (HR) SEM IV OPEN COURSES**

| <b>Programme: MBA (Gen) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                     |              |
|---|--------------------|-------------------------------------|--------------|
| <b>Semester</b>   | <b>Course Code</b> | <b>Course Title</b>                 |              |
| IV  | 404                | <i>Introduction to Data Science</i> |              |
| <b>Type</b>   | <b>Credits</b>     | <b>Evaluation</b>                   | <b>Marks</b> |
| Open  | 1                  | CES                                 | IE: 100      |

**Course Objectives :**

1. Understanding the Role of Data Science in business.
2. Understanding the basic concept of data management and data mining techniques
3. To understand the basic concept of machine learning
4. To understand the application of business analysis.
5. Understanding the basic concept of Data Science Project Life Cycle.

**Learning Outcomes:**

Upon the successful completion of this course, the student will be able to:

- CO1. Understand the basics of business analysis and Data Science Knowledge (K2)
- CO2. Understand data management and handling and Data Science Project Life Cycle
- CO3. Understand the data mining concept and its techniques Applying (K4)
- CO4. Understand and Analyzing machine learning concept Analyzing (K5)
- CO5. Understand the application of business analysis in different domain Applying (K4)

| <b>Unit</b> | <b>Contents</b>  |
|-------------|--|
| <b>1</b>    | 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 |
| <b>2</b>    | Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.  |
| <b>3</b>    | Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.   |
| <b>4</b>    | Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster   |
| <b>5</b>    | 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.  |
| <b>6</b>    | Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.  |

**Reference Books:**

| Sr.No.            | Name of the Author                             | Title of the Book  | Year Edition | Publisher Company       |
|-------------------|--|--|--------------|-------------------------|
| 1 – National      | Bhimasankaram Pochiraju, SridharSeshadri,      | Essentials of Business Analytics: An Introduction to the methodology and |              | Springer                |
| 2 – National      | Andreas C. Müller, Sarah Guido, O'Reilly       | Introduction to Machine Learning with Python: A Guide for Data           | 1st Edition, |                         |
| 3 – National      | Laura Igual Santi Seguí,                       | Introduction to Data Science   |              | Springer                |
| 4 – International | Pang-Ning Tan, Michael Steinbach, Vipin Kumar, | Introduction to Data Mining,   |              | Pearson Education India |
| 5 – International | Ger Koole, Lulu.com,                           | An Introduction to Business Analytics                                    | 2019         |                         |

**MOOC:**

| Resources No | Web site address |
|--------------|------------------|
| 1            | www.alison.com   |
| 2            | Swayam           |

**Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021**

| Semester | Course Code | Course Title                                |          |
|----------|-------------|---|----------|
| IV       | 405         | <i>Artificial Intelligence For Managers</i> |          |
| Type     | Credits     | Evaluation                                  | Marks    |
| Open     | 1           | CES   | IE = 100 |

**Course Objectives:**

Subject / Course Objectives:

- the fundamental technical terms and concepts around machinelearning necessary to apply these methods to building artificial intelligence systems for business.
- Identify and describe problems that are amenable to solution by AI methods.
- Understand key terms and components involved in machinelearning approaches
- TO understand the use of AI in business

Learning Outcomes:

- Understand various AI concepts
- Solve the problems using neural networks techniques

Units Syllabus – *Artificial Intelligence For Managers*

Unit No: 1 Artificial Intelligence: Role of AI in engineering, AI in daily life, Intelligence and Artificial Intelligence, Different task domains of AI, Programming methods, Limitations of AI  
 Intelligent Agent: Agent, Performance Evaluation, task environment of agent, Agent classification, Agent architecture  
 Components of AI, History of AI, Salient Points,

|            |   |
|------------|---|
|            | Knowledge and Knowledge Based Systems, AI in Future, Applications.<br>[Reference 1]   |
| Unit No: 2 | Problems, problem spaces and search: Define the problem as a state space search, Production systems, Problem characteristics, Production system characteristic, Issues in design of search Program<br>Search Techniques: DFS, BFS, Hill Climbing  |
| Unit No: 3 | Knowledge Representation: Need to represent knowledge, Knowledge representation with mapping scheme, Properties of good knowledge-based system, Knowledge representation issues, AND-OR graph, Types of knowledge   |
| Unit No: 4 | <b>Knowledge-Based Systems:</b> Structure of an Expert System, Expert Systems in different Areas, Expert System Shells, Comparison of Expert Systems, Comparative View, Ingredients of Knowledge-Based Systems, Web-based Expert Systems. [Reference 1]   |
| Unit No: 5 | Natural Language Processing- need of NLP, natural Language understanding, Basic NLP techniques, Natural language generation, Applications of NLP<br>[Reference 3]   |
| Unit No: 6 | AI for Management an overview, what is the value of firms in AI world, Evolving role of general managers in the age of AI, role managers in new economy, AI and leadership development of the future, AI and marketing science and sustainable profit growth, how human- computer super minds develop business strategies. [ Reference 6] |

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                 | R. B. Mishra               | Artificial Intelligence  |              | IEEE PHI                 |
| 2 – National                | Deepak Khemani             | First Course in Artificial Intelligence  | 2013         | Mcgraw Hill Publication  |
| 3 – National                | Anandita Das Bhattacharjee | Artificial Intelligence & Soft Computing for Beginners   |              | SPD Shroff Publication   |
| 4 – International           | S.Russel, P.Norvig         | Artificial Intelligence: A Modern Approach   | 2002         | Pearson Education        |
| 5 – International           | E.Rich and K.Knight        | Artificial Intelligence  | 2002         | TMH                      |
| 6 – International           | Jordi Canals Franz Heukamp | The Future of Management in an AI World: Redefining Purpose and Strategy in the Fourth Industrial Revolution |              | IESE Business Collection |

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 1                   | <a href="https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html">https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html</a>             |
| 2                   | <a href="https://www.newgenapps.com/blog/why-business-development-needs-artificial-intelligence/">https://www.newgenapps.com/blog/why-business-development-needs-artificial-intelligence/</a> |



**MOOCs:**

| Resources No | Web site address  |
|--------------|---|
| 1            | <a href="https://nptel.ac.in/courses/106/106/106106126/">https://nptel.ac.in/courses/106/106/106106126/</a>                               |
| 2            | <a href="https://www.coursera.org/learn/business-implications-ai">https://www.coursera.org/learn/business-implications-ai</a>             |
| 3            | <a href="https://www.edx.org/course/ai-for-leaders">https://www.edx.org/course/ai-for-leaders</a>   |
| 4            | <a href="https://www.udacity.com/course/ai-for-business-leaders--nd054">https://www.udacity.com/course/ai-for-business-leaders--nd054</a> |

| Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |              |          |
|---|-------------|--------------|----------|
| Semester  | Course Code | Course Title |          |
| IV  | 406         | HR Analytics |          |
| Type  | Credits     | Evaluation   | Marks    |
| OPEN Course   | 1           | CES          | IE = 100 |

|   |   |
|---|---|
| Subject / Course Objectives:  |   |
| <ul style="list-style-type: none"> <li>i. To enable the learner towards critical thinking about data for HR decisions.</li> <li>ii. Use of statistical software to manipulate and organize data.</li> </ul> |   |
| Learning Outcomes:  |   |
| <ul style="list-style-type: none"> <li>i. able to use statistical methods for analyzing data</li> <li>ii. inferring the data for managerial decisions on HR</li> </ul>                                      |   |
| Units   | Syllabus – <b>HR Analytics</b>  |
| Unit No: 1  | <b>HR Analytics – the power to predict.</b> What is analytics, The history and evolution of analytics, Analytics and its role in HR, Hr Analytics Defined.  |
| Unit No: 2  | <b>Towards Analytical Prediction</b> The power of analysis, The model of predicament management, Measuring what is important, Human capital measurement, Implementing strategy, · From business analysis t rational analysis. |
| Unit No: 3  | <b>HCM :21 model</b> The big picture, Value of statical analyses. Importance of Risk analysis. · Human revenue vs human capital planning  |
| Unit No: 4  | <b>Data Challenges and Analytical tools.</b> Data collection, Data sources, Analysis tools, Visualization tools, Tools for analysis.  |
| Unit No: 5  | <b>Data to business intelligence</b> What is metrics, Avoiding common metrics problems, Second and third, generation metrics, Predictive analysis that yield business. Business intelligence – The ultimate goal.             |
| Unit No: 6  | <b>HR Analytics what next.</b> What do we know about tomorrow, · What analytics can deliver for your organization   |

| Reference Books (Publisher) | Name of the Author                    | Title of the Book  | Year Edition | Publisher Company |
|-----------------------------|---------------------------------------|--|--------------|-------------------|
| 1 –National                 | Tracy Smith                           | HR Analysis What, Why and How                                      |              |                   |
| 2 – National                | Ramesh Soundarajan ,<br>Kuldeep Singh | Winning on HR Analytics: Leveraging Data for Competitive Advantage | 2016         | Sage              |

|              |   |  |  |      |
|--------------|---|--|--|------|
| 3 – National | Manish Gupta,<br>Pratyush Banerjee,<br>Jatin Pandey | Practical Applications of HR Analytics: A Step-by-Step Guide |  | Sage |
|--------------|---|--|--|------|

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 1                   | <a href="https://www.hrtechnologist.com/articles/hr-analytics/what-is-hr-analytics/">https://www.hrtechnologist.com/articles/hr-analytics/what-is-hr-analytics/</a> |
| 2                   | <a href="https://www.stuvia.com/doc/847125/lecture-notes-hr-analytics">https://www.stuvia.com/doc/847125/lecture-notes-hr-analytics</a>                             |

**MOOCs:**

| 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>   |

# **SEMESTER IV SPECIALIZATION**

**Elective - Marketing Management: Course - Sales & Distribution Management & B2B**

|   |                    |  |              |
|---|--------------------|--|--------------|
| <b>Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |  |              |
| <b>Semester</b>   | <b>Course Code</b> | <b>Course Title</b>                                  |              |
| IV  | MK03               | <i>Sales &amp; Distribution Management &amp; B2B</i> |              |
| <b>Type</b>   | <b>Credits</b>     | <b>Evaluation</b>                                    | <b>Marks</b> |
| Core Elective   | 2                  | CES  | UE:IE =70:30 |

**Course Objectives:**

|   |   |
|---|---|
| Subject / Course Objectives:<br>v) To understand the Importance of Sales Management.<br>vi) To know the Emerging Trends in Sales Management.<br>vii) To learn the Sales Planning and Budgeting.<br>viii) To know Sales Territories and Quotas.<br>ix) To study Controlling of Salesforce Performance.<br>x) To learn Logistics and Supply Chain Management.                       |   |
| Learning Outcomes:<br>I) To know the Role and Skills of Modern Sales Managers.<br>II) To set Sales Objectives and design the Sales Strategies.<br>III) To learn the various Methods of Sales Forecasting.<br>IV) To know the procedure of preparing Sales Budget.<br>V) To learn the process for designing Sales Territories.<br>VI) To learn the methods of setting Sales Quota. |   |
| Units   | Syllabus – <i>Sales &amp; Distribution Management &amp; B2B</i>   |
| Unit No: 1  | <b>Introduction to Sales Management:</b><br>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.   |
| Unit No: 2  | <b>Sales Planning and Budgeting:</b><br>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.   |
| Unit No: 3  | <b>Sales Territories and Quotas:</b><br>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.   |
| Unit No: 4  | <b>Sales Organization and Salesforce:</b><br>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. |
| Unit No: 5  | <b>Distribution Management:</b><br>Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict.<br><b>Retailing:</b> Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of   |

|            |   |
|------------|---|
|            | Retailer, Retailing in Rural India, E-Retailing.<br><b>Wholesaling:</b> Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.  |
| Unit No: 6 | <b>Logistics and Supply Chain Management:</b><br>Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management. |

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                 | 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 > rps20                                  |

**MOOCs:**

| Resources No. | Web site address  |
|---------------|---|
| 1             | <a href="http://www.mooc-list.com">www.mooc-list.com</a> > tags > sales-management  |
| 2             | <a href="https://alison.com">https://alison.com</a> > Business > Sales Courses  |
| 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> > learn > sales  |

| <b>Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |             |                                     |               |
|---|-------------|-------------------------------------|---------------|
| Semester  | Course Code | Course Title                        |               |
| IV  | MK04        | Integrated Marketing Communications |               |
| Type  | Credits     | Evaluation                          | Marks         |
| Core Elective   | 2           | CES                                 | UE:IE = 70:30 |

**Course Objectives:**

|   |
|---|
| Subject / Course Objectives:  |
| <ul style="list-style-type: none"> <li>i) To provide an in-depth understanding of integrated marketing communications concepts</li> <li>ii) To understand the importance of integrated marketing communication strategies in the contemporary market</li> </ul> |

|  |
|--|
| Learning Outcomes:   |
| After studying this course the learner would be able to  |
| <ul style="list-style-type: none"> <li>i) Apply the key terms, definitions, and concepts used in integrated marketing communications.</li> <li>ii) Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign.</li> <li>iii) Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization.</li> <li>iv) Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.</li> </ul> |

| Units      | Syllabus – Integrated Marketing Communications  |
|------------|---|
| Unit No: 1 | Introduction to Integrated Marketing Communications (IMC): 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  |
| Unit No: 2 | Advertising- 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 |
| Unit No: 3 | Media mix: Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook ,Instagram, Twitter etc. Media mix planning and  |

|            |  |
|------------|--|
|            | scheduling   |
| Unit No: 4 | Sales Promotion- Objectives of sales promotion, Trade promotion -Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling   |
| Unit No: 5 | Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing   |
| Unit No: 6 | 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 |

### 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 – National                | George E. Belch, Michael A. Belch and Keyur Purani | Advertising and Promotions                        | 2013 9 <sup>th</sup> Edition | McGraw Hill Education (India) |
| 4 – International           | Lawrence Ang                                       | Principles of Integrated Marketing Communications | 2014                         | Cambridge University Press    |

### 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/ful">https://www.tandfonline.com/doi/ful</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             | www. Swayam.org   |
| 2             | www. Coursera.com |

|  |                    |                     |               |
|--|--------------------|---------------------|---------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                     |               |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b> |               |
| IV   | FM03               | Corporate Finance   |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>   | <b>Marks</b>  |
| Core Elective  | 2                  | CES                 | UE:IE = 70:30 |

### Course Objectives:

Subject / Course Objectives :

- I. To orient the students regarding application of Corporate Finance
- II. To orient the students to understand basic concepts of Financial Planning and Liquidity Management
- III. To orient the students to understand the concept of Corporate Restructuring & forms of Business combination
- IV. To orient the concept of International Business Combination Forms and structure.

### Learning Outcomes :

- I. To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management
- II. To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context
- III. Students can able to apply common frameworks and tools related to mergers and acquisitions.
- IV. To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts.

| UNITS | Syllabus – Corporate Finance   |
|-------|--|
| 1     | <b>Corporate Finance</b><br>Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.   |
| 2     | <b>Financial Planning</b><br>Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning,<br><br><b>Capitalization:</b> Meaning, Over-Capitalization and Under capitalization- Meaning, Causes and Remedial Measures.   |
| 3     | <b>Liquidity Management:</b><br>Inventory Control Management-inventory control system , Factors determining level of Inventory, Techniques of Inventory control. <b>Receivable Management</b>  |
| 4     | <b>Corporate Restructuring</b><br>Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring<br><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.<br><b>Demerger-</b> Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers. |



|   |  |
|---|--|
| 5 | <p><b>Mergers and Acquisition:</b><br/>Meaning ,Types of Mergers, motives behind the M &amp; A, advantages and disadvantages of M &amp; A, Process of merger integration,</p> <p><b>Methods of financing mergers,</b> calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalization, Analysis of Mergers &amp; Acquisitions.<br/>The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 &amp; 2013.</p> <p><b>Accounting for Mergers &amp; Acquisitions</b><br/>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>  |

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                | I.M. Pandey               | Financial Management                                 | 2015         | Vikas Publishing House Pvt Limited |
| 2 – National                | R.P. Rustagi, Galgotia    | Financial Management - Theory, Concepts and Problems | January 2018 | Taxmann's                          |
| 3 – National                | <u>Richard A. Brealey</u> | Principles of Corporate Finance                      | 2007         | Tata McGraw-Hill Education         |
| 4- National                 | Kamal Ghose Ray           | Mergers, Acquisitions, Strategy and Integration      | 2010         | Kindle Edition                     |
| 5- National                 | Prasad Godbole            | Mergers, Acquisitions and Corporate Restructuring    | January 2013 | Vikas Publication                  |
| 6-International             | A.P.Dash                  | Mergers & Acquisitions                               | Feb-2020     | Dreamtech press-Wiley              |

|                 |                |  |      |                     |
|-----------------|----------------|--|------|---------------------|
| 7-International | William R Snow | Mergers & Acquisitions for Dummies –A willey brand | 2008 | John Willey&sonsInc |
|-----------------|----------------|--|------|---------------------|

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 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><br><u>Mergers, Acquisitions and Corporate Restructuring</u>   |
| 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:**

| Resources No | Web site address  |
|--------------|---|
| 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> .                             |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |   |               |
|---|-------------|---|---------------|
| Semester  | Course Code | Course Title                              |               |
| IV  | FM04        | <i>International Financial Management</i> |               |
| Type  | Credits     | Evaluation                                | Marks         |
| Core Elective   | 2           | CES                                       | UE:IE = 70:30 |

### Course Objectives:

Subject / Course Objectives :

- i) To understand the core concepts of International Finance and Domestic Finance.
- ii) To study the International Flow of Funds and International Monetary System.
- iii) To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management.
- iv) The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions.
- v) To gain the conceptual clarity of the theoretical aspects of international trade and finance.
- vi) To identify the processes, risks and instruments used in the financing of international trade.

Learning Outcomes :

- i) Gain understanding of core concepts of International Finance and Domestic Finance.
- ii) Knowledge of International Flow of Funds and International Monetary System.
- iii) Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk.
- iv) Understanding of International Capital Budgeting and International Taxation.
- v) Knowledge of details of International Trade Settlement.
- vi) Familiarize with the mechanism of International Trade Finance.

| Units          | Syllabus – International Financial Management  |
|----------------|--|
| Unit No :<br>1 | <b>Introduction:</b><br>Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management.<br>Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.   |
| Unit No :<br>2 | <b>International Flow of Funds and International Monetary System:</b><br>Concept, principles and components of Balance of Payments.<br>International Monetary System:<br>Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.   |
| Unit No :<br>3 | <b>Foreign Exchange Market and Foreign Exchange Risk Management:</b><br>Functions and structure of Foreign Exchange Market. Major participants. Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management.<br>Foreign Exchange Rate Determination:<br>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. |

|                |  |
|----------------|--|
| Unit No :<br>4 | <b>International Capital Budgeting and International Taxation:</b><br>Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis.<br>International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing. |
| Unit No :<br>5 | <b>International Trade Settlement:</b><br>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.  |
| Unit No :<br>6 | <b>International Trade Finance:</b><br>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.   |

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.G.Apte.                                  | International Financial Management | 2014         | Tata Mcgraw Hill               |
| 2 – National                | VyuptakeshSharan                           | 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>   |

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                    |               |
|--|--------------------|------------------------------------|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                |               |
| IV   | HR03               | <i>Negotiation and Counselling</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                  | <b>Marks</b>  |
| Core Elective  | 2                  | CES                                | UE:IE = 70:30 |

### **Course Objectives:**

Subject / Course Objectives :

- i) Understanding the role of manager as counsellor
- ii) comparing the techniques of counseling
- iii) appraise the ethical, cultural and gender issues in counseling
- iv) understanding the process for negotiation
- v) comprehending the role of HR manager in negotiation
- vi) improving and applying the negotiation skills

Learning Outcomes :

- I) Describe the role of counsellor
- II) applying the techniques of counseling
- III) Identify the ethical, cultural and gender issues in counseling
- IV) planning the negotiation meeting
- IV) developing the negotiation skills
- V) assess the role of HR manager as negotiator

|                |   |
|----------------|---|
| Name : -       | Syllabus : <i>Negotiation and Counselling</i>   |
| Unit No :<br>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          |
| Unit No :<br>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              |
| Unit No :<br>3 | Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers  |
| Unit No :<br>4 | Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process      |
| Unit No :<br>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 |
| Unit No :<br>6 | Current trends, issues and practices in Negotiation in Indian Industries  |

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

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 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:**

| 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> |

|  |                    |                     |               |
|--|--------------------|---------------------|---------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                     |               |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b> |               |
| IV   | HR04               | <i>HR Audit</i>     |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>   | <b>Marks</b>  |
| Core Elective  | 2                  | CES                 | UE:IE = 70:30 |

### Course Objectives:

Subject / Course Objectives :

- vii) To understanding the concept and process of HR audit
- viii) To study the performance of human resource department
- ix) To study the gap, shortcomings in implementations of policy ,procedures
- x) To Implementation of HR audit for development & legal compliance

Learning Outcomes :

- i. Understanding concept and process of HR audit
- ii. Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures.
- iii. Implementation of HR audit for development & legal compliance

Units : - Syllabus *HR Audit*

Unit No : **1** **Conceptual Understanding of Human Resource Audit:** 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, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit

Unit No : **2** **HR Audit Methodology and Issues:** Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit;  
**Human Resources Audit Structure:** Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration; **HR Audit and Workforce Issues:** Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System

Unit No : **3** **Areas for HR Audit:** 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;  
**The HR Audit Process:** Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps

Unit No : **4** **Audit and HR Scorecard:** 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;  
**Audit and Competency Management:** Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping,

|                |  |
|----------------|--|
|                | Integration of Competency Based HR systems   |
| Unit No :<br>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;<br><b>HR Audits Intervention:</b> Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages  |
| Unit No :<br>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;<br><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 |

#### Reference Books:

| Reference Books<br>(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:

| 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://www.my-mooc.com/en/categorie/human-resources">https://www.my-mooc.com/en/categorie/human-resources</a>                             |



| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |   |               |
|--|--------------------|---|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                         |               |
| IV   | HR03               | <i>Compensation and benefits management</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                           | <b>Marks</b>  |
| Core Elective  | 2                  | CES   | UE:IE = 70:30 |

### **Course Objectives:**

| Subject / Course Objectives :  |   |
|--|---|
| <ul style="list-style-type: none"> <li>i) To understand the concept of compensation</li> <li>ii) To explain the components of labour cost.</li> <li>iii) To define executive compensation with various plans.</li> <li>iv) To discuss wage policies and concepts related to labour market</li> <li>v) To elaborate issues related to reward management and global compensation</li> <li>vi) To understand the rules for taxation and concept of tax friendly package.</li> </ul> |   |
| Learning Outcomes : After completion of course, student will able to   |   |
| <ul style="list-style-type: none"> <li>i) Explain concepts related to compensation</li> <li>ii) Explain components of labour cost.</li> <li>iii) Contribute in designing executive compensation</li> <li>iv) Describe issues related to wage policies and labour market.</li> <li>v) Handle the issues related to reward management and global compensation</li> </ul> <p>Explain rules of taxation and design tax friendly package</p>  |   |
| Units  | Syllabus – <i>Compensation and benefits management</i>  |
| Unit No :<br>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   |
| Unit No :<br>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.                                   |
| Unit No :<br>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.                          |
| Unit No :<br>4   | Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.   |
| Unit No :<br>5   | Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation -strategies, Best practices in global compensation.   |
| Unit No :<br>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. |

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://excecomp.org/Basics/Basic/What-Is-Executive-Compensation">https://excecomp.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:**

| 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>   |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |   |               |
|---|-------------|---|---------------|
| Semester  | Course Code | Course Title                                  |               |
| IV  | HRO4        | Competency Mapping and Performance Management |               |
| Type  | Credits     | Evaluation                                    | Marks         |
| Core Elective   | 2           | CES   | UE:IE = 70:30 |

#### Course Objectives:

- To understand managerial competencies in changing business environment and the resultant challenges.
- To establish links between managerial competencies for effective work performance.
- To introduce the concept of performance management and its importance in organizations.
- To enable students, knowledge of managing performances for greater success.
- To provide information about the latest development and trends in the practices of performance management.

#### Learning Outcomes :

- Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.
- Understand the different types of Performance Planning strategies and develop various development plans for the employees.
- Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees.
- Recognize how Competency Mapping works and affects at different levels of the organizations.
- Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors.
- Identify job ready competencies and how to detect them in a probable candidate.
- Design and develop Competency Models for a particular job-role.

| Units          | Syllabus – Competency Mapping and Performance Management  |
|----------------|---|
| Unit No :<br>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.                        |
| Unit No :<br>2 | <b>Competency Mapping for effective HRM Development: Concept of Competency Mapping</b> - 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.   |
| Unit No :<br>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.  |
| Unit No :<br>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 |
| Unit No :<br>5 | <b>Competency Appraisal and Performance Management:</b> Need and benefits of effective appraisal system in Performance management. Traditional and Modern methods of Appraisal. Identifying training needs, develop suitable training   |

|                |  |
|----------------|--|
|                | programs for competency management.  |
| Unit No :<br>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. |

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                | Radha Sharma   | 360 degree Feedback, Competency Mapping and Assessment Center |              |                   |
| 2 – International           | Spencer and Spencer  | Competency at Work  | -            | Wiley Publication |
| 3 – International           | <u>David D. Dubois,</u><br><u>Deborah Jo King Stern,</u><br><u>Linda K. Kemp</u> | Competency –Based Human Resource Management                   |              |                   |
| 4 – 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:**

| 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   |

|                            |
|----------------------------|
| Negotiation and Counseling |
| HR Audit                   |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                         |               |
|---|-------------|-------------------------|---------------|
| Semester  | Course Code | Course Title            |               |
| IV  | IB03        | International Marketing |               |
| Type  | Credits     | Evaluation              | Marks         |
| Core Elective   | 2           | CES                     | UE:IE = 70:30 |

### Course Objectives:

|   |
|---|
| Subject / Course Objectives :   |
| <ol style="list-style-type: none"> <li>i. Apply the key terms, definitions, and concepts used in marketing with an international perspective.</li> <li>ii. Compare the value of developing global awareness vs. a local perspective in marketing.</li> <li>iii. Evaluate different cultural, political, and legal environments influencing international trade.</li> <li>iv. Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.</li> </ol> |

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|--|
| Learning Outcomes :  |
| <ol style="list-style-type: none"> <li>i. Explain the impact of global and regional influences on products and services for consumers and businesses.</li> <li>ii. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).</li> <li>iii. Develop creative international market entry strategies.</li> <li>iv. Understand the importance of the Internet for global business.</li> <li>v. Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).</li> </ol> |

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|----------------|--|
| Units          | <i>Syllabus: International Marketing</i>   |
| Unit No :<br>1 | International Marketing- Concept, Importance, International Marketing Research and Information System,   |
| Unit No :<br>2 | Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing  |
| Unit No :<br>3 | Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological |
| Unit No :<br>4 | Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition                                   |
| Unit No :<br>5 | Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.                     |
| Unit No :<br>6 | Case Studies in International Retailing Management   |

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                | 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 |              |                   |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                            |               |
|---|-------------|----------------------------|---------------|
| Semester  | Course Code | Course Title               |               |
| IV  | IB04        | Global Business Strategies |               |
| Type  | Credits     | Evaluation                 | Marks         |
| Core  | 2           | CES                        | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

- i) Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.
- ii) Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.
- iii) Awareness of the global business environment and its impacts on businesses.
- iv) . Practical Application: Use of excel tools in real world scenarios.

Learning Outcomes :

- i) Explain the concepts in international business with respect to foreign trade/international business
- ii) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
- iii) Analyse the principle of international business and strategies adopted by firms to expand globally
- iv) Integrate concept in international business concepts with functioning of global trade

|             |   |
|-------------|---|
| Units : -   | Syllabus – <i>Global Business Strategies</i>  |
| Unit No : 1 | Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy   |
| Unit No : 2 | Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result   |
| Unit No : 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 |
| Unit No : 4 | Role of legal structure in Control Strategies – Control or No control Constant Balancing Act  |

|                |   |
|----------------|---|
| Unit No :<br>5 | Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances                 |
| Unit No :<br>6 | Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration |

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 Permutter 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:**

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

|  |                    |                                     |               |
|--|--------------------|-------------------------------------|---------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                     |               |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                 |               |
| IV   | PM03               | Logistics & Supply Chain Management |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                   | <b>Marks</b>  |
| Core Elective  | 2                  | CES                                 | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

- i) To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM).
- ii) To acquire the working knowledge.
- iii) To understand the JIT and SCM concepts and applicability to industrial examples.
- iv) To know the concept of 5R in achieving Customer satisfaction/ delight.

Learning Outcomes : After completion of this course, students will

- I) Develop a sound understanding of the important role of supply chain management in today's business environment.
- II) Become familiar with current supply chain management trends.
- III) learn logistics concepts and basic activities.
- IV) Know the types of transportation systems.
- V) Know the third, fourth party logistics.

|              |   |
|--------------|---|
| <b>Units</b> | <b>Syllabus – Logistics &amp; Supply Chain Management</b>   |
| Unit No : 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   |
| Unit No : 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.  |
| Unit No : 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.   |
| Unit No : 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  |
| Unit No : 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 . |
| Unit No : 6  | Current Trends in Logistics and SCM: Current developments/ practices-MRP, MRPII. 3PL,4PL, use of IT.  |

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                | 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                   | <a href="http://www.logisticsmgmt.com">www.logisticsmgmt.com</a>   |
| 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    |

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                   |               |
|--|--------------------|-----------------------------------|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>               |               |
| IV   | 101                | <i>Global Business Strategies</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                 | <b>Marks</b>  |
| Core   | 2                  | CES                               | UE:IE = 70:30 |

### **Course Objectives:**

|  |   |
|--|---|
| Subject / Course Objectives :  |   |
| <ul style="list-style-type: none"> <li>i) 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>ii) Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.</li> <li>iii) Awareness of the global business environment and its impacts on businesses.</li> <li>iv) . Practical Application: Use of excel tools in real world scenarios.</li> </ul> |   |
| Learning Outcomes :  |   |
| <ul style="list-style-type: none"> <li>v) Explain the concepts in international business with respect to foreign trade/international business</li> <li>vi) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects</li> <li>vii) Analyse the principle of international business and strategies adopted by firms to expand globally</li> <li>viii) . Integrate concept in international business concepts with functioning of global trade</li> </ul> |   |
| Name : -   | Syllabus – Business Organization and System   |
| Unit No : 1  | Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy   |
| Unit No : 2  | Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result   |
| Unit No : 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 |
| Unit No : 4  | Role of legal structure in Control Strategies – Control or No control Constant Balancing Act  |
| Unit No : 5  | Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances   |
| Unit No : 6  | Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration   |

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 Permutter 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:**

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

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |  |               |
|--|--------------------|--|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                            |               |
| IV   | PM03               | <i>Logistics &amp; Supply Chain Management</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                              | <b>Marks</b>  |
| Core   | 2                  | CES  | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

- i) To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM).
- ii) To acquire the working knowledge.
- iii) To understand the JIT and SCM concepts and applicability to industrial examples.
- iv) To know the concept of 5R in achieving Customer satisfaction/ delight.

Learning Outcomes : After completion of this course, students will

- I) Develop a sound understanding of the important role of supply chain management in today's business environment.
- II) Become familiar with current supply chain management trends.
- III) learn logistics concepts and basic activities.
- IV) Know the types of transportation systems.
- V) Know the third, fourth party logistics.

|             |   |
|-------------|---|
| Name : -    | Syllabus – Logistics & Supply Chain Management  |
| Unit No : 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   |
| Unit No : 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.  |
| Unit No : 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.  |
| Unit No : 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  |
| Unit No : 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 . |
| Unit No : 6 | Current Trends in Logistics and SCM: Current developments/ practices-MRP, MRPII, 3PL,4PL, use of IT.  |

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                | 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                   | <a href="http://www.logisticsmgmt.com">www.logisticsmgmt.com</a>   |
| 5                   | www.ionlogistics.eu  |

**MOOCs:**

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

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                     |               |
|--|--------------------|-------------------------------------|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>                 |               |
| IV   | PM04               | World Class Manufacturing Practices |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>                   | <b>Marks</b>  |
| Core Elective  | 2                  | CES                                 | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

- i) To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers.
- ii) To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.
- iii) To get acquainted with the use of IT, ERP and MRP systems

Learning Outcomes :

- I) Demonstrate the relevance and basics of World Class Manufacturing.
- II) Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing.
- III) Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing.
- IV) Understand recent trends in manufacturing to meet the current and future business challenges.
- V) Compare the existing industries with WCM industries.

| <b>Units</b>   | <b>Syllabus – World Class Manufacturing Practices</b>   |
|----------------|---|
| Unit No :<br>1 | <b>Introduction to World Class Manufacturing (WCM):</b> World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset  |
| Unit No :<br>2 | <b>Planning for Manufacturing System:</b> Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.   |
| Unit No :<br>3 | <b>Materials Planning:</b> Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).  |
| Unit No :<br>4 | <b>Just in Time (JIT):</b> Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.  |
| Unit No :<br>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. |
| Unit No :<br>6 | <b>Recent Trends in World Class Manufacturing:</b> Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.  |

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 Saxena, Ashish Kumar  | WORLD-CLASS MANUFACTURING-A STRATEGIC PERSPECTIVE                      | 2018         | Infinity press                    |
| 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&NoelaBallerio (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:**

| 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>             |

|  |                    |                          |               |
|--|--------------------|--------------------------|---------------|
| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                          |               |
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>      |               |
| IV   | IT03               | <i>RDBMS with Oracle</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>        | <b>Marks</b>  |
| Core   | 2                  | CES                      | UE:IE = 70:30 |

**Course Objectives :**

- i) To understand and learn how to work with an Oracle database.
- ii) To understand the Structured Query Language and be able to use it in conjunction with Oracle database.
- iii) To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database.

**Learning Outcomes :**

At the end of this course, student should be able to:

- i) Simple Query using sample datasets
- ii) Complex queries using SQL.
- iii) Writing PL/SQL blocks

|                |   |
|----------------|---|
| Units          | Syllabus – <i>RDBMS with Oracle</i>   |
| Unit No :<br>1 | <b>Introduction to oracleRDBMS:</b><br>DBMS VS RDBMS, CODD’s Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracleRDBMS, Tools of Oracle: SQL, SQL*Plus,SQLForm,SQLReports.  |
| Unit No :<br>2 | <b>SQL and Components of SQL</b><br>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.<br>Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint |
| Unit No :<br>3 | <b>Operators, Functions and Joins</b><br>Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect.<br>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.   |
| Unit No :<br>4 | <b>Database Objects</b><br>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.   |
| Unit No :<br>5 | <b>Introduction to PL/SQL programming</b><br>Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, 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.   |
| Unit No :      | <b>Advanced Programming Techniques of PL/SQL</b>  |



|   |  |
|---|--|
| 6 | <b>Cursors:</b> Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors,<br><b>Triggers:</b> Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers |
|---|--|

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:**

| 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>   |

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                  |               |
|---|-------------|----------------------------------|---------------|
| Semester  | Course Code | Course Title                     |               |
| IV  | IT04        | Enterprise Business Applications |               |
| Type  | Credits     | Evaluation                       | Marks         |
| Core Elective   | 02          | CES                              | UE:IE = 70:30 |

**Course Objectives:**

**Subject / Course Objectives:**

1. To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP.
2. Students will also able to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.
3. Identify the important business functions provided by typical business software such as enterprise resource planning and customer relationship management .

|  |   |
|--|---|
| <p>4. Describe basic concepts of erp systems for manufacturing or service companies</p> <p>5. To study and understand the ERP life cycle.</p> <p>6. 6. To learn the different tools used in ERP.</p>   |   |
| <p><b>Learning Outcomes :</b></p> <p>1. Understand the basic concepts of ERP.</p> <p>2. Identify different technologies used in ERP.</p> <p>3. Understand and apply the concepts of ERP Manufacturing Perspective and ERP Modules.</p> <p>4. Discuss the benefits of ERP</p> <p>5. Understand and implement the ERP life cycle.</p> <p>6. Apply different tools used in ERP.</p> |   |
| Units  | Syllabus – <i>Enterprise Business Applications</i>  |
| Unit No :<br>1   | <b>Introduction (Enterprise Resource Planning) :</b> Evolution of ERP-MRP and MRP II. Introduction to ERP. Basic ERP concepts. Benefits of ERP.   |
| Unit No :<br>2   | <b>ERP and Related Technologies :</b> Business Intelligence, E-commerce & e-Business, Business Process Reengineering, Data Warehousing & Data Mining, On Line Analytical Processing(OLAP), Product Life cycle Management, Supply Chain Management, Customer Relationship Management   |
| Unit No :<br>3   | <b>ERP Implementation:</b> ERP Implementation Life Cycle, Pre-implementation tasks, Requirements Definition, Implementation Methodologies, Process Definition, Dealing with Employee Resistance, Training & Education, Data Migration, Project Implementation & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation. |
| Unit No :<br>4   | Business Modules of an ERP Package: Finance, Manufacturing (Production) , Human Resources, Plant Maintenance,   |
| Unit No :<br>5   | Materials Management, Quality Management, Marketing , Sales , Distribution and Service.   |
| Unit No :<br>6   | ERP Market: (Company and Product Features) SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, SSA Global, Lawson Software.<br><br>Enterprise Application Integration, ERP and Total Quality Management, Future Directions and Trends in ERP.   |

Student has to upgrade Knowledge by using below inputs:

**Reference Books:**

| Reference Books<br>(Publisher) | Name of the Author                  | Title of the Book                      | Year Addition | Publisher Company      |
|--------------------------------|-------------------------------------|--|---------------|------------------------|
| 1 – National                   | Alexis neon                         | ERP Demystified                        |               | Mcgrawhill             |
| 2 – National                   | V.K. Garg &N.K. Venkita Krishnan 3. | 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 Commerce       |               | Pearson Education      |

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 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:**

| Resources No | Web site address  |
|--------------|---|
| 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>                 |

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |   |               |
|--|--------------------|---|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>   |               |
| IV   | AM03               | <i>Use of Information Technology in Agribusiness Management</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>   | <b>Marks</b>  |
| Core Elective  | 2                  | CES   | UE:IE = 70:30 |

### **Course Objectives:**

Subject / Course Objectives :

- Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact.
- Learn about digital tools enhancing on-farm productivity.
- Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services.
- Gain awareness of the forward-looking technologies and their scope in agriculture – artificial intelligence, remote sensing, crowdsourcing, and big data analytics.

Learning Outcomes :

- i) Data analysis in Agribusiness
- ii) ICT in Agriculture
- iii) GIS and Remote Sensing application in Agriculture
- iv) Monitoring and Evaluation in Agriculture

| <b>Units</b>   | <b>Syllabus: Use of Information Technology in Agribusiness Management</b>   |
|----------------|---|
| Unit No :<br>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.  |
| Unit No :<br>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  |
| Unit No :<br>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   |
| Unit No :<br>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   |
| Unit No :<br>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. |
| Unit No :<br>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 Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards. |
|--|---|

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                | Turban, McLean, Wetherbe 2003                | Information technology for Management,                                 |              | John Wiley & Son                |
| 2 – National                | S. Sudalaimuthu, S. Anthony Raj. 2008, — ll, | Computer Application in Business                                       |              | Himalaya Publishing House       |
| 3 – National                | Jaiswal & Mittal, (2010),                    | . Management Information Systems,                                      |              | 5Oxford University Press        |
| 4 International –           | . O’Brien, J.A. (2004                        | Management Information Systems: Managing IT in the Business Enterprise |              | ).. (6th edition) Prentice Hall |
| 5 International –           | . Lucas, H. C. Jr. (2004).                   | 4Information Technology For Management. (7th ed                        |              | New Delhi: TMH                  |
| 6 International –           |  |  |              |                                 |

**Online Resources:**

| Online Resources No | Web site 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>             |

**MOOCs:**

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

| <b>Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021</b> |                    |                                |               |
|--|--------------------|--------------------------------|---------------|
| <b>Semester</b>  | <b>Course Code</b> | <b>Course Title</b>            |               |
| IV   | AM04               | <i>Cooperatives Management</i> |               |
| <b>Type</b>  | <b>Credits</b>     | <b>Evaluation</b>              | <b>Marks</b>  |
| Core Elective  | 2                  | CES                            | UE:IE = 70:30 |

**Course Objectives:**

Subject / Course Objectives :

1. The objective of the course is to provide the conceptual and practical understanding of cooperative management.
2. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management

Learning Outcomes :

- i) Communicate Concept and Characteristics of Cooperatives, •
- ii) Explain Functional and Management aspects of Cooperatives •
- iii) Organize a cooperative institution based upon grassroots level after analyzing market condition

Units : - Syllabus – *Cooperatives Management*

|                |   |
|----------------|---|
| Unit No :<br>1 | 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. |
| Unit No :<br>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                 |
| Unit No :<br>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  |
| Unit No :<br>4 | Cooperative Processing; Management of Cooperative Sugar Factories; 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.                 |
| Unit No :<br>5 | Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems   |
| Unit No :<br>6 | Indian Cooperatives in this era of Globalisation  |

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. Mathur        | Cooperation in India                                   |              | SahityaBhawan, Agra |
| 2 – National                | Kamat              | , G.S. Cooperative Management,                         |              | HPH                 |
| 3 – National                | . Bedi R.D.        | Theory, History and Practical of Cooperation           |              |                     |
| 4 – International           | . Fay, C.R.        | Cooperation in India and Abroad                        |              |                     |
| 5 – International           | Raj Krutia         | Cooperative Farming some Critical Reflection           |              |                     |
| 6 – International           | Rais Ahmad         | Cooperative Development and Management Text and Cases, |              | Mittal Pub. House   |

**Online Resources:**

| Online Resources No | Web site address  |
|---------------------|---|
| 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>                             |
| 3                   |   |
| 4                   |   |
| 5                   |   |

**MOOCs:**

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

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                       |               |
|---|-------------|---------------------------------------|---------------|
| Semester  | Course Code | Course Title                          |               |
| IV  | R03         | Merchandising , Display & Advertising |               |
| Type  | Credits     | Evaluation                            | Marks         |
| Core Elective   | 2           | CES                                   | UE:IE = 70:30 |

**Course Objectives:**

| Subject / Course Objectives :   |
|---|
| <p>I. To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario.</p> <p>II. Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner.</p> <p>III. Use both written and oral English that emphasizes good organization, clarity, correct grammar which is appropriate for communication purposes in the business environment.</p> <p>IV. Understand the fundamentals of basic financial problems, and use good reason in</p> |

|  |  |
|--|--|
| financial decision making.   |  |
| Learning Outcomes :  |  |
| <p>I. 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.</p> <p>II. Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element.</p> <p>III. Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design.</p> <p>IV. Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication.</p> |  |
| Units  | <i>Syllabus: Merchandising , Display &amp; Advertising</i>   |
| Unit No :<br>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   |
| Unit No :<br>2   | Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.  |
| Unit No :<br>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. |
| Unit No :<br>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.   |
| Unit No :<br>5   | Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.  |
| Unit No :<br>6   | Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.   |

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                | David Gilbert                    | Retail Marketing Management              |              | , Pearson Education                 |
| 2 – National                | Agarwal, Bansal, Yadav & Kumar   | Retail Management,                       |              | PragatiPrakashan, W.K. Road, Merut. |
| 3 – National                | MeenalDhotre                     | , Channel management & Retail Marketing, |              | Himalaya Publishing House, Mumbai.  |
| 4 – International           | Andrew J. Newman & Peter Cullen, | Retailing Environment & operations       |              | Change learning                     |
| 5 –                         | Barry Berman                     | Retail Management – A                    |              | Pearson                             |



|                 |                                |                    |  |                                  |
|-----------------|--------------------------------|--------------------|--|----------------------------------|
| International   | &Joel R. Evans                 | Strategic Approach |  | Education                        |
| 6 International | – Barry Barman & Joel R. Evans | Retail management, |  | Prentice Hall of India Pvt. Ltd. |

### Online Resources:

| Online Resources No | Web site 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:

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

| Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021 |             |                                      |               |
|---|-------------|--------------------------------------|---------------|
| Semester  | Course Code | Course Title                         |               |
| IV  | R04         | Supply Chain Management in Retailing |               |
| Type  | Credits     | Evaluation                           | Marks         |
| Core Elective   | 2           | CES                                  | UE:IE = 70:30 |

### Course Objectives:

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|--|---|
| Subject / Course Objectives :  |   |
| <ul style="list-style-type: none"> <li>i) Familiarize the students with organized retail and, the value it creates.</li> <li>ii) The strategic and operational decision-making processes in the organized retail.</li> <li>iii) Relate the supply chain activities which create the value in the organized retail industry</li> </ul>  |   |
| Learning Outcomes :  |   |
| <ul style="list-style-type: none"> <li>i) Understand the functions of retail business and various retail formats and retail channels.</li> <li>ii) Understand the difference between Retail and Manufacturing Supply Chain</li> <li>iii) Understand, key drivers of retail supply chain and how to select a retail store location?</li> <li>iv) Analyze Retail Market and Financial Strategy including product pricing.</li> <li>v) Integrate the various Supply Chain partners and how to collaborate with them?</li> </ul> |   |
| Units  | Syllabus : <i>Supply Chain Management in Retailing</i>  |
| Unit No : 1  | Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers. |
| Unit No : 2  | Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.                  |
| Unit No :  | Designing the Supply Chain Network: Designing the Distribution Network, Role of   |

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| 3              | Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.   |
| Unit No :<br>4 | Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.   |
| Unit No :<br>5 | Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts. |
| Unit No :<br>6 | Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management, Internal Supply Chain management, EBusiness and Supply Chain Management, Building strategic partnerships and trust within a supply chain                           |

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:**

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

Elective - Project Management: Course – Advance Project Management

|   |             |                            |              |
|---|-------------|----------------------------|--------------|
| Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2021– 2022 |             |                            |              |
| Semester  | Course Code | Course Title               |              |
| IV  | PR03        | Advance Project Management |              |
| Type  | Credits     | Evaluation                 | Marks        |
| Core Elective   | 2           | CES                        | UE:IE =70:30 |

Course Objectives:

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| Subject / Course Objectives:  |
| <ul style="list-style-type: none"> <li>i) To understand the overall aspects of project management</li> <li>ii) To view at the project from a holistic view</li> <li>iii) To identify costs and control them while implementing project</li> <li>iv) To understand quality aspects in project</li> </ul> |

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| Learning Outcomes:  |
| <ul style="list-style-type: none"> <li>i) To know the details of project budgeting and costing</li> <li>ii) To learn various aspects of project monitoring and implentation</li> <li>iii) To understand how to manage project quality and project audit</li> <li>iv) To understand the aspects related to Human resource in Project Management</li> </ul> |

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| <b>Name</b> | <b>Syllabus – Advance Project Management</b> |
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| Unit No: 1 | <p><b>Baseline Cost Structure</b><br/>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.<br/><b>Project Procurement process:</b> Plan procurement , Conduct procurement, Control procurement and Close.</p> |
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| Unit No: 2 | <p><b>Project budgeting &amp; activity costing</b><br/>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</p> |
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| Unit No: 3 | <p><b>Project Monitoring</b><br/>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</p> |
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| Unit No: 4 | <p><b>Project Quality Management</b><br/>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</p> |
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| Unit No: 5 | <p><b>Project Audit</b><br/>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</p> |
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| Unit No: 6 | <p><b>Project Human Resource Management</b><br/>Develop human resource plan with the help of Activity resource requirements, Enterprise environmental factors, Organizational processes<br/>Acquire project team - Project staff assignments, Resource calendars,<br/>Develop project team - improving the team efficiency, team member interaction and enhancing overall team and project performance<br/>Manage project team - tracking team member performance, resolving issues,</p> |
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|---|
| providing feedback and managing a team to optimize project performance.<br><b>Communication Management:</b> Organizing for Communication, Feedback communication. Reporting system. |
|---|

#### Reference Books:

| Reference Books (Publisher) | 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-monitoring-control/">https://www.projectmanagementqualification.com/blog/2019/10/21/project-monitoring-control/</a> |
| 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:

| Resources No. | Web site address  |
|---------------|---|
| 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: Course – Scanning Business Environment for Project

|   |             |   |              |
|---|-------------|---|--------------|
| Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2021– 2022 |             |   |              |
| Semester  | Course Code | Course Title                              |              |
| IV  | PR04        | Scanning Business Environment for Project |              |
| Type  | Credits     | Evaluation                                | Marks        |
| Core Elective   | 2           | CES                                       | UE:IE =70:30 |

Course Objectives:

|   |
|---|
| <p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> <li>i) To understand the business environment impacts project management</li> <li>ii) To understand how to scan internal business environment and to work on strengths and weaknesses</li> <li>iii) To understand how to scan external business environment to identify opportunities and threats</li> <li>iv) To understand the intricacies for preparing for unforeseen events.</li> </ul> |
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|---|
| <p>Learning Outcomes:</p> <ul style="list-style-type: none"> <li>i) To know how to scan business environment</li> <li>ii) To understand the impact of changes in business environment</li> <li>iii) To identify, evaluate and deliver project benefits and value in the complex business environment</li> <li>iv) To understand the impact of project on Organization culture through organizational change.</li> </ul> |
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|             |   |
|-------------|---|
| <b>Name</b> | <b>Syllabus – Scanning Business Environment for Project</b>   |
| Unit No: 1  | <b>Environmental Scanning for Implementing project</b><br>Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes   |
| Unit No: 2  | <b>Evaluating Internal Business Environment</b><br>Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees  |
| Unit No: 3  | <b>Evaluating External business environment</b><br>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  |
| Unit No: 4  | <b>Plan and manage project compliance</b><br>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 |
| Unit No: 5  | <b>Evaluate and deliver project benefits and value</b><br>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   |
| Unit No: 6  | <b>Support organizational change</b><br>Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture   |

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 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>             |

Online Resources:

MOOCs:

| 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>   |