



**SNDT Women's University, Mumbai**

**Master of Business Administration – Human  
Resource Management**

(MBA- Human Resource Management)

*as per NEP-2020*

**Syllabus**

**(2023-24)**

*Meera Shanker*  
H.O.D. Prof. (Dr) Meera Shanker  
Department of Education Management  
SNDT Women's University, Juhu Campus,  
Santacruz (West), Mumbai - 400 049.

\* Passed in BOS under the faculty of Management Studies

<b>Programme</b>	<b>Master of Business Administration – Human Resource Management</b> <b>(MBA- Human Resource Management)</b>
<b>Preamble</b>	<p>The name of the programme shall be Masters of Business Administration (Human Resource Management), or MBA (Human Resource Management)</p> <p>The programme will be of 88 credits, i.e., 22 credits per semester for four semesters.</p> <p>The objective of the programme is to provide the student with opportunities to pursue a career in industry or entrepreneurship acquiring knowledge, skills and attitudes that give a strong foundation for holding competent and responsible executive positions. The curriculum has been designed to enable the student to develop a thorough knowledge of the basic concepts and techniques of modern management with special emphasis on human resource. Further, it aims to enable the student to develop analytical, decision-making and managerial skills related to plan, organize, manage and control the human resources in the organization.</p>
<b>Programme Outcomes (POs)</b>	<p>After completing this programme, Learner will</p> <ol style="list-style-type: none"> <li>1. be able to provide the student with opportunities to pursue a career in Human resource departments in Indian industry</li> <li>2. be able to acquire knowledge, skills and attitudes that give a strong foundation for holding competent and responsible H R executive positions in companies</li> <li>3. be able to understand the changing conditions and advancements in the field of HRM</li> <li>4. be able to imbibe the HR's Changing role and adopt modern the perspective for applying new HR techniques in performing various HR functions</li> <li>5. be able to develop analytical, decision-making and interpersonal managerial skills to accomplish the HR goals of the organization</li> </ol>

Eligibility Criteria for Programme		A graduate in any discipline with 50% of marks at graduation for open category and 45% for reserved category from an Indian University recognized by the Association of Indian Universities (AIU).
Intake		
Duration		4 semesters (2 years)

### Program Structure

SN	Courses	Type of Course	Credits	Marks	Int	Ext
	<b>Semester I</b>					
PG 1.1	Managerial Economics	Major (Core)	4	100	50	50
PG 1.2	Financial Reporting, Statements and Analysis	Major (Core)	4	100	50	50
PG 1.3	Managerial Skills for Effectiveness	Major (Core)	4	100	50	50
PG 1.4	Computer Applications for Business	Major (Core)	2	50	50	0
PG 1.5	Organizational Behavior	Major (Elective)	4	100	50	50
	Any one course of HR or allied subject from SWAYAM having 4 credits	Major (Elective)				
PG 1.6	Statistics and Business Research Methodology	Minor Stream (RM)	4	100	50	50
			<b>22</b>	<b>550</b>	<b>300</b>	<b>250</b>
	<b>Semester II</b>					
PG 2.1	Marketing Management	Major (Core)	4	100	50	50
PG 2.2	Human Resource Management	Major (Core)	4	100	50	50
PG 2.3	Operations Management	Major (Core)	4	100	50	50

PG 2.4	Legal and Business Environment	Major (Core)	2	50	0	50
PG 2.5	Human Resource Development	Major (Elective)	4	100	50	50
	Any one course of HR or allied subject from SWAYAM having 4 credits	Major (Elective)				
PG 2.6	Internship	OJT (Internship)	4	100	50	50
			<b>22</b>	<b>550</b>	<b>250</b>	<b>300</b>

*Assessment strategies to be used for "Practical external' are: Lab practical of software, Presentation/Seminar/Workshop evaluation, product evaluation, Viva Voce, etc. by external examiners. Theory papers are not to be set for these courses.*

**\* CBCS for other students**

**# can be dropped out by our students**

**\$ Skill-based courses**

SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 1.1	<b>Managerial Economics</b> <b>Major (Core) Theory</b>		<b>4</b>
	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ understand tools and techniques of managerial economics to enable them to appreciate its relevance in decision making</li> <li>▪ understand how microeconomics affect the business strategy of companies and develop economic way of thinking in dealing with practical business problems and challenges.</li> </ul>		
<b>Module 1</b>	<b>Basic concepts of Managerial Economics</b>		<b>1</b>
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Interpret the economy dynamics through Circular-flow diagram.</li> <li>▪ Distinguish between market demand and individual demand, explaining how the aggregation of individual demands constitutes market demand.</li> <li>▪ Identify and analyze the determinants of demand</li> <li>▪ Synthesize the concepts of market equilibrium, supply, and demand to comprehend the broader functioning of various markets</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Nature and Scope of Managerial Economics; Micro and macro-economics; Positive versus normative economics; Circular-flow diagram; How the economy works as a whole</li> <li>▪ The market forces of supply and demand: Market demand versus individual demand; Demand schedule and demand curve; Determinants of demand/demand function; Law of demand, Exceptions to the Law of Demand; Expansion &amp; contraction; Increase &amp; decrease in demand; Supply and demand – equilibrium</li> </ul>	
<b>Module 2</b>	<b>Demand Forecasting and Elasticity of demand</b>		<b>1</b>

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>Recognize the significance of demand forecasting in business and economic decision-making and describe various techniques and methods used in demand forecasting.</li> <li>Explain the concept of elasticity of demand; calculate and interpret the elasticities of demand</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>Demand Forecasting: Importance of Demand Forecasting; Techniques of Demand Forecasting</li> <li>Elasticity and its application: The elasticity of demand; Types of Elasticity of Demand; Using Elasticity in Managerial Decision Making</li> </ul>	
<b>Module 3</b>	<b>Production Analysis</b>		1
	<p><b>LOs:</b></p> <ul style="list-style-type: none"> <li>Define and explain the concept of factors of production, including land, labor, capital, and entrepreneurship, recognizing their essential roles in the production process.</li> <li>Comprehend the theory of production, understanding the relationship between inputs and outputs, and how the combination of factors influences production levels.</li> <li>Differentiate between short run and long run costs, and explain the concepts of various costs in relation to production decisions.</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>Production Analysis: Factors of production; Theory of production; Production function; Short run and long run production function; Law of variable proportion; Isoquant and Iso-cost line; Optimal factor combinations</li> <li>Cost Analysis: Short run and Long run cost; various measures of cost-FC, VC, AC, MC; Cost curves &amp; their shapes</li> </ul>	
<b>Module 4</b>	<b>Markets and their equilibrium</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>Define and explain the characteristics of the different market structures and Analyze the short run and long run equilibriums.</li> <li>gain a comprehensive</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>Market Structure and Pricing Practices: Perfect competition, its characteristics;</li> <li>Short run and Long run equilibrium of a perfectly</li> </ul>	

	<p>understanding of various market structures and pricing practices, enabling them to analyze market behavior, firm strategies, and pricing decisions in different economic contexts.</p>	<p>competitive firm</p> <ul style="list-style-type: none"> <li>• Monopoly, its characteristics; Short run and Long run equilibrium under monopoly; Price Discrimination by a monopolist</li> <li>• Monopolistic competition, its Characteristics; Individual equilibrium and Group equilibrium</li> <li>• Oligopoly, its characteristics; Game theory.</li> </ul>
<b>Assignments/ Activities towards CCE</b>		
	<ul style="list-style-type: none"> <li>• Case Studies: Analyze real-world business scenarios using managerial economic concepts. Students can identify problems, apply relevant theories, and propose solutions with justifications. (Case studies can be adapted from business journals, news articles, or textbooks.)</li> <li>• Problem-solving exercises: Apply theoretical frameworks to solve quantitative problems</li> <li>• MCQ Quizzes using Moodle class/ Kahoot/ Google forms</li> <li>• Assignment on analyzing quantitative problems/caselets/application based questions.</li> </ul>	

**Bibliography:**

Ahuja, H.L., Managerial economics (9<sup>th</sup>ed.). New Delhi: S.Chand, 2020

Campbell R. McConnell, Stanley L. Brue, Sean Masaki Flynn. Economics (22<sup>nd</sup> ed.) New Delhi: McGraw Hill.2022

Greenlaw,S &Taylor,M. Principles of Microeconomics. (2<sup>nd</sup> ed.) OpenStax (2022)

Mankiw, G. Principles of Economics (8<sup>th</sup>ed.). New Delhi: Cengage Learning. 2021

Paul A. Samuelson, Sudip Chaudhuri, Anindya Sen, William D. Nordhaus, Economics (20<sup>th</sup>ed.). New Delhi: McGraw Hill.2021

Thomas,C.R & Maurice, C.S. Managerial Economics (12<sup>th</sup>ed.). New Delhi: McGraw Hill.2021

SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 1.2	Financial Reporting, Statements and Analysis <b>Major (Core) Theory</b>		<b>4</b>
	<b>Course Outcomes:</b>  <b>Learners will be able to:</b> <ul style="list-style-type: none"> <li>▪ understand the accounting mechanics and process involved in preparing the financial statements .</li> <li>▪ analyse the accounting statements of companies and prepare comparative study of the financial strength of different firms</li> <li>▪ distinguish and appreciate the importance of internal and external audit</li> </ul>		
<b>Module 1</b>	<b>Preparation of Financial Statements</b>		<b>1</b>
	<b>LOs:</b> Learners will be able to <ul style="list-style-type: none"> <li>• Understand the steps involved in preparing the financial statements</li> <li>• Prepare the Financial Statements</li> </ul>	<b>Module Contents:</b> <ul style="list-style-type: none"> <li>• Introduction to Financial Accounting</li> <li>• Accounting Process – Journal, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet</li> </ul>	
<b>Module 2</b>	<b>Accounting Concepts, Accounting Standards and Auditing</b>		<b>1</b>



	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>• Appreciate the uses of financial statements</li> <li>• Understand the various terms in financial statements</li> <li>• Understand the various accounting concepts based on which financial statements are prepared</li> <li>• Gain knowledge about the Accounting Standards</li> <li>• Appreciate the importance of Auditing and differentiate External and Internal Audit</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>• Uses of Financial Statements and Users of Financial Statements</li> <li>• Various financial terms used in the financial statements</li> <li>• Accounting Concepts</li> <li>• Accounting Standards</li> <li>• External and Internal Auditing</li> </ul>	
<b>Module 3</b>	<b>Analysis of Financial Statements</b>		1
	<p><b>LOs:</b></p> <ul style="list-style-type: none"> <li>• Understand different tools used in analyzing financial statements</li> <li>• Analyse financial statements using Ratio Analysis</li> <li>• Differentiate different ratios used in analyzing the financial statements</li> <li>• Compare the financial performance of the firms using inter-firm and intra-firm comparison</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>• Introduction to various tools used in analyzing financial statements</li> <li>• Analyzing Financial statements using Ratio Analysis</li> </ul>	
<b>Module 4</b>	<b>Funds Flow and Cash Flow Statements</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>• Prepare Funds Flow Statements and Cash Flow Statements</li> <li>• Analyse Funds Flow Statements and Cash Flow Statements</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>• Preparation of Funds Flow Statements</li> <li>• Preparation of Cash Flow Statements</li> <li>• Analysis of Funds Flow Statements and Cash Flow Statements</li> </ul>	
<b>Assignments/ Activities towards CCE</b>			
	<ul style="list-style-type: none"> <li>• Prepare a Forecasted Income Statement and Balance Sheet for a hypothetical company</li> <li>• Identify and compare: Identify two companies in the same industry and</li> </ul>		

	compare their performance using ratio analysis <ul style="list-style-type: none"> <li>• Analyse Cash Flow Statement of a Company</li> <li>• MCQ Quizzes using LMS</li> </ul>	
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**Bibliography:**

Harsolekar, D. (2014). Financial Accounting for Management: Text and Cases: Edu-Tech Publishing Co.

Arora, R.K. (2018). Financial Accounting: Fundamentals, Analysis and Reporting. Wiley India.

Maheshwari, S.N. and Maheshwari, S.K. (2018). Financial Accounting. Vikas Publishing House.

Narayanaswamy, R. (2019). Financial Accounting: A Managerial Perspective.

Ramachandran, N. and Kakani, R.K. (2020) Financial Accounting for Management. Tata McGraw-Hill.

Godwin. Alderman. and Sanyal. (2023). Financial ACCT. Cengage Learning.

SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
P.G. 1.3	<b>Managerial Skills for Effectiveness</b> <b>Major (Core) Theory</b>		<b>4</b>
	<b>Course Outcomes:</b>  <b>Learners will be able to:</b> <ul style="list-style-type: none"> <li>▪ Describe, analyse and evaluate the environmental, social, cultural, economic, legal and organizational aspects in the current businesses.</li> <li>▪ Acquire the knowledge and relevant skills like analytical, leadership, communication, problem solving and decision making for managing business organization</li> <li>▪ Build and exhibit the ethical and business centric attitude</li> </ul>		
<b>Module 1</b>	<b>Introduction to Management and Planning function</b>		<b>1</b>

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Understand what is management, It's evolution, principles and functions</li> <li>▪ Differentiate managers from operatives, Learn roles and skills of managers</li> <li>▪ Trace Role of management techniques in modern industry and Its evolution in India.</li> <li>▪ Define the planning process and understand various types of plans</li> <li>▪ Learn and exhibit the managerial skills related to planning</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Management:</b> Concepts, evolution of management philosophy, definition, principles of management, functions of management, Managerial roles, Role of management techniques in modern industry and Its evolution in India.</li> <li>▪ <b>Planning:</b> Planning process: goals, objectives, standards and MBO, types of planning - policies, processes, methods, Concepts, types and process of decision making. Risk and uncertainty, Managerial skills- Budgeting, Time management, Goal setting, Problem solving, presentation skills, Communication skills, Managing meetings</li> </ul>	
<b>Module 2</b>	<b>Organizing and staffing functions</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Define organization structure and design and various factors that influence them</li> <li>▪ Describe the vertical and horizontal dimensions of organizations</li> <li>▪ Compare and contrast various types of departmentalization</li> <li>▪ Understand HRM process and staffing function</li> <li>▪ Define organizational culture and identify its characteristics.</li> <li>▪ Distinguish between general and specific environment.</li> <li>▪ Learn and exhibit the managerial skills related to organizing and staffing</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Organizing:</b> Organization as a structure, formal and informal organization, line, staff and functional authority- Centralization Vs. decentralization, delegation of authority, chain of command; span of management, authority, responsibility, and accountability, types of organizational structures, bases of departmentation.</li> <li>▪ <b>Managing Organizational Culture,</b> Cultural Diversity, Multi Ethnic Workforce, and Staffing process. Managerial skills--Assessing culture, interaction across business functions, collaboration, networking skills</li> </ul>	

<b>Module 3</b>	<b>Motivating and Leading function</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Describe motivation process and summarize the conclusions of various motivation theories</li> <li>▪ Describe ways to design motivating job</li> <li>▪ Differentiate between managers and leaders</li> <li>▪ Compare transactional and transformational leadership contrast it with charismatic leadership</li> <li>▪ Summarize the conclusions of various leadership theories</li> <li>▪ Identify sources of power of a leader</li> <li>▪ Learn and exhibit the managerial skills related to motivating and leading</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Motivating employees-</b> motivation theories, motivation process, Ways to design motivating jobs, current issues faced by managers,</li> <li>▪ <b>Leading-</b> Leadership theories, issues, styles, Understanding leadership challenges and strategies, techniques of communication and co-ordination. Motivating Indian workforce, Managerial skills-- team management, mentoring, Negotiation &amp; Assertiveness skills, creating teams, Delegating, designing motivating jobs, developing trust, providing feedback</li> </ul>	
<b>Module 4</b>	<b>Controlling function</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Define Control and describe approaches to controlling and its types.</li> <li>▪ Identify various control tools and techniques and its effective use by managers</li> <li>▪ Describe current issues in control</li> <li>▪ Describe control process and qualities of effective control system</li> <li>▪ Define operations management &amp; value chain management and describe its benefits to organizations</li> <li>▪ Learn and exhibit the managerial skills related to</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Controlling:</b> Concept of Managerial control, Definition, importance, process, types, contingency factors, contemporary issues in controlling, Effective control system.</li> <li>▪ <b>Controlling tools and techniques,</b> Operations Management and value chain management, Management audit, social audit, Managerial Skills-Acquiring power, Active listening, Disciplining</li> </ul>	

	controlling	
<b>Assignments/ Activities towards CCE</b>		
	<ul style="list-style-type: none"> <li>• Assignments</li> <li>• Mintzberg Roles</li> <li>• View-Mintzberg's Managerial Roles –PPT. Identify and illustrate the real life examples for Managerial roles. Prepare a note and supportive material. (Pictures/ video clips) show in the class.</li> <li>• Contributors to Schools of management thought</li> <li>• Using the internet find three interesting facts about important contributors to each school of management theory. Give URLs of websites you used.</li> <li>• Hierarchy of Objectives</li> <li>• Make a group of 8 students</li> <li>• Create a manufacturing company for your group</li> <li>• Give it a name, legal form, vision, Mission , product description &amp; brief manufacturing process</li> <li>• Create a chart or PPT using the example to create the hierarchy of objectives for your group company</li> </ul> <ul style="list-style-type: none"> <li>• Case Studies</li> <li>• Quizzes and surprise tests</li> <li>• <b>Learning Managerial skills</b> Presentations on the following skills <ol style="list-style-type: none"> <li>1 Budgeting, Time management, Goal setting, Problem solving,</li> <li>2 Assessing culture, interaction across business functions, collaboration, Networking skills,</li> <li>3 Negotiation &amp; Assertiveness skills, Creating &amp; managing teams, Delegating, Developing trust</li> <li>4 Acquiring power, Active listening, presentation skills, Communication skills,</li> <li>5 Managing meetings, providing feedback, Mentoring, Disciplining,</li> </ol> </li> </ul> <p>Select an online resource to explain the skill (links /videos/ learning technique or material) Make PPT on a given skill- Explain Concept Explain -tools/techniques/ Tips to acquire the skill</p>	

**Bibliography:**

P C Tripathi, P N Reddy:Principles Of Management, McGraw-Hill, Sixth Edition (2018)

L.M. PRASAD:Principles & Practice of Management, Sultan Chand & Sons-,2021

Callie Daum: Principles of Management Essentials YouAlways Wanted to Know, Vibrant Publishers, 2020

Koontz Harold, *Essentials of Management an International and Leadership Perspective*, Tata McGraw Hill Education, 2012

Stephen Robbins, Coulter Mary, *Principles of Management*, Pearson Education, 2020 (15<sup>th</sup> Edition)

Supplementary reading:

The Frontiers of Management by Peter Drucker, Harvard Business Review Press.  
 Technology, Management and Society by Peter Drucker, Harvard Business Review  
 The Ducker Lectures: Essential Lessons on Management  
 Website-<http://www.druckerinstitute.com/link/about-peter-drucker/>

SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 1.4	<b>Computer Applications for Business</b> <b>Major (Core) Practical</b>		<b>2</b>
	<b>Course Outcomes:</b>  <b>Learners will be able to:</b> <ul style="list-style-type: none"> <li>▪ understand the concepts of information technology applied in the areas of management</li> <li>▪ use office productivity improvement tools such as word processing, spreadsheets, business presentations and databases</li> <li>▪ appreciate the use of Information Technology in an organization</li> <li>▪ learn to apply IT solutions for faster business decision-making</li> </ul>		
<b>Module 1</b>	<b>Databases and Spreadsheets</b>		<b>1</b>

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>• Understand concept of databases and spreadsheets</li> <li>• Apply spreadsheet functions in analysis and business presentations</li> </ul>	<p><b>Module Contents:</b></p> <p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Introduction to databases: <ul style="list-style-type: none"> <li>- Concept, characteristics, objectives</li> <li>- Spreadsheets vs Databases</li> <li>- Advantages &amp; limitations</li> <li>- Entity, attribute, schema, subschema</li> </ul> </li>   <li>• Advanced spreadsheet functions: <ul style="list-style-type: none"> <li>- Usage of spreadsheet – Basic tables and charts</li> <li>- Formulas (e.g. add, subtract, multiply, divide) – application in creating budget sheets</li> <li>- Functions (e.g. average, sum, date-time, etc) – application in student averages</li> <li>- Conditional logic (e.g. if, countif, sumif) - application</li> <li>- Analysing scenarios, sensitivity analysis</li> <li>- Creating pivot tables</li> </ul> </li>   <li>- Lookup functions (e.g. VLookup functions in Excel)</li>   <li>• Power Point Presentation</li>   <li>• Application to analyse survey results of a marketing campaign using a database tool such as MS Access</li> <li>- Project Management, e.g. MS Project for defining tasks, start/ end dates, identifying critical tasks, etc.</li> </ul>	
<p><b>Module 2</b></p>	<p><b>Emerging Technologies</b></p>		<p>1</p>

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>• Understand concept of e-commerce</li> <li>• Apply emerging technologies for faster business decision making</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>• E-commerce and its impact on organization, E-Markets and Digital Goods</li> <li>• Types of Information Systems (IS) in an Organization</li> <li>• Emerging technologies, concepts and the organization of future <ul style="list-style-type: none"> <li>- Social Media &amp; Its Impact – Sentiment Analysis</li> <li>- Cloud computing – Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service</li> <li>- Mobile computing</li> <li>- Big Data &amp; Analytics – Volume, Variety and Velocity of data</li> <li>- Internet of Things, Machine-2-Machine</li> <li>- Artificial Intelligence</li> <li>- Block Chain</li> </ul> </li> </ul>	
<b>Assignments/ Activities towards CCE</b>			
	<ul style="list-style-type: none"> <li>• Solve spreadsheet exercises involving advanced formulae calculations, formatting numerical and text data and conditional logic operators</li> <li>• Perform case study analysis, evaluate problem and issues for the ecommerce domain</li> <li>• Prepare and present group study of a company for its application of an emerging technology</li> </ul>		

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Behl. R. (2020). Information Technology for Management. 3rd Edition. McGraw Hill.

Laudon, K.C., Laudon, J.P. (2020). Management Information Systems: Managing the Digital Firm. 16th edition. Pearson Publication.

Turban, E. Pollard, C. and Wood, G. Wali, O.P. (2022). Information Technology for Management. 12ed. An Indian Adaptation. Wiley Publications.



SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 1.5	<b>Organizational Behavior Major (Elective)</b>		<b>4</b>
	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ Describe, analyse and evaluate the individual and group behaviour</li> <li>▪ Understand organization's culture, and its impact on individuals and groups</li> <li>▪ Analyse the systems impacting behaviours of employees in the organizational settings in the current businesses</li> <li>▪ Acquire the knowledge and relevant skills for understanding and modifying human behaviour with human centric values and attitude.</li> </ul>		
<b>Module 1</b>	<b>Introduction to organizational behavior and Individual behavior</b>		<b>1</b>
	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Define organizational behavior (OB) and list the major challenges and opportunities for managers to use OB concepts</li> <li>▪ Describe key biographical characteristics (Age, Gender, Marital status, Tenure) and abilities (Intellectual &amp; physical)</li> <li>▪ Explain how behaviors are learned and summarize main learning theories</li> <li>▪ Understand the role of Personality, Perception and emotions</li> <li>▪ Identify how attitude and values influence individual decision making</li> <li>▪ State the relationship between Job satisfaction and employee performance</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Introduction-Understanding Organizational Behavior, Concept, Challenges and Opportunities of Organizational Behavior- Basic Model of Organizational Behavior</li> <li>▪ Individual Behavior- Biographical characteristics, Ability, Learning, Personality and emotions, Perception, Individual decision making, attitude and values, Job satisfaction and employee performance</li> </ul>	
<b>Module 2</b>	<b>Group behavior and application of Motivation concept</b>		<b>1</b>

	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Outline the motivation process and summarize the conclusions of various motivation theories</li> <li>▪ Describe how the motivation concept can be applied to improve employee performance and satisfaction</li> <li>▪ Compare the two models of group development</li> <li>▪ Differentiate between formal and informal groups</li> <li>▪ Identify the key factors in explaining group behavior</li> <li>▪ List the strengths and weaknesses of group decision making</li> <li>▪ Identify the issues and suggest ways to manage the teams in an effective manner</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Basic motivation concepts and its application- MBO, employee recognition program, employee involvement program, variable pay program, Special issues in motivation</li> <li>▪ Foundations of Group Behavior: Nature and Types of Groups; Stages of Group Development; Group member resources, Group Structure; Group Tasks and Processes; Communication in groups. Group decision making, Work Teams- Teams Vs. Groups, creating effective teams, issues in managing teams</li> </ul>	
<b>Module 3</b>	<b>Conflict management and application of leadership concept</b>		<b>1</b>
	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ List common barriers to effective communication and ways to mitigate.</li> <li>▪ Define conflict and differentiate between various views of conflict</li> <li>▪ Outline conflict process and conflict handling intentions</li> <li>▪ Describe various conflict management techniques and conflict stimulation techniques</li> <li>▪ Identify steps in negotiation process and issues in negotiation</li> <li>▪ Summarize how leaders can build trust and be effective in managing employee behavior</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Communication, Conflict, Negotiations and Intergroup Behavior: Sources of Conflict, Classification of Conflict, Conflict Process; Negotiations – Process &amp; Issues; Intergroup Relations.</li> <li>▪ Leadership –applying theories, Leadership styles and effectiveness. Trust and leadership, Power and Politics: Definition and Bases of Power; Power tactics, Organizational Politics; Ethics and Ethical behavior in Organizations.</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Describe the ways to gain power and How power and politics impact employee behavior</li> </ul>		
<b>Module 4</b>	<b>Organization structure impact and Organizational change</b>		<b>1</b>
	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Identify six key elements that define organization structure</li> <li>▪ Differentiate between structures and designs and various organizational designs that can be adopted and their behavioral implications</li> <li>▪ Explain how cultures are build, sustained and modified</li> <li>▪ Identify functional and dysfunctional effects of culture on people and organizations</li> <li>▪ Describe forces that stimulate the change process and summarize the sources of individual and organizational resistance to change</li> <li>▪ Describe innovative and learning organizations</li> <li>▪ Describe sources of stress and list stress management techniques</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Organization Structure, Common organizational designs and new options, why structures differ. Organizational Culture, creating and sustaining culture, how employees learn culture</li> <li>▪ Organizational Change - Forces for Change; the Change Process; What can be changed, Resistance to change, Managing organizational change, Current change issues, Work stress and stress management</li> </ul>	
<b>Assignments/ Activities towards CCE</b>			
	<ul style="list-style-type: none"> <li>• Group Discussion on individual and group behavior examples</li> <li>• Case studies</li> <li>• Quiz on perception, attitude and group norms</li> <li>• Topical Presentation behavioral skills and self assessment</li> <li>• Role plays on conflict management , Negotiation techniques, collective bargaining</li> </ul>		

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 1.6	<b>Statistics and Business Research Methodology</b> <b>Minor Stream</b>		<b>4</b>

	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ define research problem pertaining to businesses</li> <li>▪ frame hypothesis, collect data and analyse them</li> <li>▪ suggest solutions to the problems based on analysis and write research reports</li> <li>▪ develop a solid foundation in research methodology and statistical analysis, enabling them to conduct effective research, analyze data, and draw meaningful conclusions in various business and management contexts.</li> </ul>		
<b>Module 1</b>	<b>Introduction to Research</b>	1	
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Recognize the importance of research in providing insights, data-driven analysis, and evidence-based solutions to management issues.</li> <li>▪ Explain the steps involved in the research process</li> <li>▪ Develop skills in preparing a research plan</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to Research, Nature and Scope of Business Research, the Role of Research in Management Decision Making</li> <li>▪ The Research Process, Basic Terminologies used in Research, Defining Research Problem, Research Objectives and Framing Hypothesis, Preparing a Research Plan</li> </ul>	
<b>Module 2</b>	<b>Research design and data collection</b>	1	

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Define research design and its significance in structuring the research process.</li> <li>▪ Develop skills in designing effective questionnaires and forms for data collection.</li> <li>▪ Explain different sampling techniques and their applications.</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Research Design Formulation: Research Design-Concept and types</li> <li>▪ Exploratory Research Design-Secondary data and Qualitative Research; Descriptive</li> <li>▪ Research Design-Survey and Observation; Causal Research Design – Experimentation.</li> <li>▪ Sources and Collection of Data: Secondary Data; Collection of Primary Data; Types of Data: Qualitative and Quantitative</li> <li>▪ Data Measurement Scales: Nominal, Ordinal, Interval, and Ratio Measurement</li> <li>▪ Scaling; Questionnaire and Form Design</li> <li>▪ Sampling: Design and Procedures</li> <li>▪ Fieldwork: Data Collection.</li> </ul>	
<b>Module 3</b>	<b>Statistics in Research</b>		<b>1</b>
	<p><b>LOs:</b></p> <ul style="list-style-type: none"> <li>▪ Understand the role of statistics in data analysis and interpretation in research</li> <li>▪ Define and calculate measures of central tendency, Variability and Dispersion</li> <li>▪ Describe different probability distributions</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Role of Statistics in Research</li> <li>▪ Central Tendency Measures: Mean, Median, and Mode</li> <li>▪ Variability and Dispersion Measures: Range, Variance, and Standard Deviation</li> <li>▪ Understanding Probability: Concepts and Rules</li> <li>▪ Probability Distributions: Normal, Binomial, and Poisson</li> <li>▪ Sampling Distributions and Central Limit Theorem</li> </ul>	
<b>Module 4</b>	<b>Hypothesis Testing</b>		<b>1</b>
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Understand the principles of</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Principles of Hypothesis Testing</li> </ul>	

	<p>hypothesis testing and its role in making decisions based on sample data.</p> <ul style="list-style-type: none"> <li>▪ Explain the concepts of t-tests, ANOVA, Chi-Square Test, Correlation, Regression and understand their application</li> </ul>	<ul style="list-style-type: none"> <li>▪ One-sample and Two-sample t-tests</li> <li>▪ Analysis of Variance (ANOVA)</li> <li>▪ Chi-Square Test for Independence</li> <li>▪ Simple Linear Regression</li> <li>▪ Correlation Analysis</li> </ul>		
<b>Assignments/ Activities towards CCE</b>				
	<ul style="list-style-type: none"> <li>▪ Case Study Analysis: Analyze a business case study that involves statistical analysis and research methodologies.</li> <li>▪ Research Proposal: Develop a research proposal outlining a research question, literature review, methodology, data collection plan, and analytical methods for a business research project. This proposal should demonstrate understanding of research design principles and ethical considerations.</li> <li>▪ Survey Design and Analysis: Design a survey instrument to collect data on a specific topic relevant to business administration. Conduct the survey with a target population, analyze the collected data using appropriate statistical methods, and present your findings in a report.</li> <li>▪ MCQ Quizzes using Moodle class/ Kahoot/ Google forms</li> </ul>			

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester II</b>		
PG 2.1	<b>Marketing Management</b>  <b>Major (Core) Theory</b>		<b>4</b>
	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ identify core concepts of marketing and the role of marketing in business and society</li> <li>▪ explore appropriate measures to operate effectively in local and global settings</li> <li>▪ develop marketing strategies based on product, price, place and promotion objectives</li> <li>▪ develop comprehensive understanding of marketing concepts, strategies, and practices, equipping them to make informed decisions and contribute effectively to marketing management in various industries.</li> </ul>		
<b>Module 1</b>	<b>Fundamental concepts</b>		<b>1</b>
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Recognize the importance of marketing in modern business environments and understand its role in delivering value to customers and organizations.</li> <li>▪ Understand marketing as a process of creating, communicating, and delivering value to customers and stakeholders</li> <li>▪ Explain the concepts of market segmentation, targeting, and positioning, and how they contribute to effective marketing strategies.</li> <li>▪ Understand the marketing mix</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Importance and Scope of Marketing; Fundamental marketing concepts; Change in marketing management in recent years; Understanding Marketing as Creating, Communicating, and Delivering Value</li> <li>▪ Identifying and Selecting Markets: Consumer Markets and Buying Behavior; Business Markets and Buying Behavior; Market Segmentation, Targeting and Positioning; Concept of Marketing Mix; Marketing Research and Market Information</li> </ul>	



	and its role in shaping marketing strategies.		
<b>Module 2</b>	<b>Product strategy</b>		<b>1</b>
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Develop an understanding of product strategy and its role in meeting customer needs and organizational goals</li> <li>▪ Understand the stages of the product life cycle and how they influence marketing strategies.</li> <li>▪ Explain the new-product development process,</li> <li>▪ Analyze different pricing strategies and their implications for profitability and market positioning.</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Designing Value: Setting Product Strategy; Designing and Managing Services</li> <li>▪ New-Product Development and Product Life-Cycle Strategies</li> <li>▪ Pricing Considerations and Strategies.</li> </ul>	
<b>Module 3</b>	<b>Delivering and Communicating Value</b>		<b>1</b>
	<p><b>LOs:</b></p> <ul style="list-style-type: none"> <li>▪ Explain the role of marketing channels in delivering products to customers and the</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Delivering Value: Designing and Managing Integrated Marketing Channels; Managing Retailing,</li> </ul>	

	<p>challenges involved in managing them effectively</p> <ul style="list-style-type: none"> <li>Understand the concepts of Integrated Marketing Communications</li> </ul>	<p>Wholesaling, and Logistics.</p> <ul style="list-style-type: none"> <li>Communicating Value: Designing and Managing Integrated Marketing Communications; Advertising, Sales Promotion, and Public Relations; Personal Selling and Direct Marketing.</li> </ul>	
<b>Module 4</b>	<b>Managing the Marketing Effort</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>Understand the various aspects of managing marketing efforts</li> <li>Develop skills in strategic marketing planning and understand the process of implementing marketing strategies</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>Managing the Marketing Effort</li> <li>Strategic Marketing Planning</li> <li>Marketing Implementation and Evaluation</li> <li>Competitive Dynamics.</li> </ul>	
<b>Assignments/ Activities towards CCE</b>			
	<ul style="list-style-type: none"> <li><b>Marketing Plan Development:</b> Develop a comprehensive marketing plan for an existing or new product/service, incorporating elements like market research, competitive analysis, target audience identification, marketing mix strategies (4Ps), budget allocation, and evaluation metrics.</li> <li><b>Integrated Marketing Campaign Proposal:</b> Propose and design an integrated marketing campaign for a specific brand or product, considering various marketing channels (e.g., digital marketing, social media, public relations, influencer marketing) and ensuring campaign objectives are aligned with the overall marketing strategy.</li> <li><b>Case Study Analysis:</b> Analyze a complex marketing case study, identifying key marketing problems, applying relevant marketing theories and frameworks, and proposing solutions with justifications.</li> <li><b>Marketing Research Project:</b> Conduct a primary or secondary research project on a specific topic in marketing, such as consumer behavior trends, effectiveness of marketing campaigns, or emerging marketing technologies. Present findings and recommendations in a written report or presentation.</li> <li><b>Marketing Audit:</b> Conduct a comprehensive marketing audit for a chosen company, evaluating its current marketing strategies, identifying strengths and weaknesses, and recommending improvements for future success.</li> </ul>		

	<ul style="list-style-type: none"> <li>▪ MCQ Quizzes using Moodle class/ Kahoot/ Google forms</li> </ul>	
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SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 2.2	<b>Human Resource Management Major (Core) Theory</b>		<b>4</b>
	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ Describe, analyse and evaluate the people, cultural, organizational aspects in the current business's scenario</li> <li>▪ Acquire the knowledge and relevant skills like communication, interpersonal relationship, soft skills, leadership skills to manage workforce in the organizations</li> <li>▪ Build the ethical and business centric attitude for supporting the corporate level strategies of the business to manage entry, development and exit of employees</li> </ul>		
<b>Module 1</b>	<b>Introduction to HRM and Human resource planning</b>		<b>1</b>
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Understand the role of human resource management, concepts and theories</li> <li>▪ appreciates how HRM contributes to</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Human resource management – Definition, importance, process, scope, HR policies, HR as a factor of competitive advantage, Role of HR Managers</li> </ul>	

	<p>organizational strategy and planning</p> <ul style="list-style-type: none"> <li>▪Develop the skills to analyze a firm's HRM system and evaluate its strengths and weaknesses and propose changes to improve.</li> <li>▪Understand the meaning, objectives and importance of Human resource planning (HRP)</li> <li>▪Describe the process of HRP and its uses in handling various organizational situations.</li> <li>▪Define the job analysis and job design and explain its uses, process and methods</li> <li>▪Differentiate between Job description and job specification</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manpower planning, Downsizing &amp;outplacement, Job analysis and Design</li> </ul>	
<b>Module 2</b>	<b>Employee entry, growth</b>		<b>1</b>

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Define recruitment, its sources and influencing factors</li> <li>▪ Describe the various methods of recruitment and its suitability to organizations</li> <li>▪ Understand purpose and process of selection</li> <li>▪ Differentiate between various tests useful in selection process</li> <li>▪ Explain how managers can improve the selection decision</li> <li>▪ List the ways in which selection can be made more effective</li> <li>▪ Define the process of placement and explain the steps in induction programme.</li> <li>▪ Explain the performance appraisal methods and its usefulness</li> <li>▪ Identify the process and importance of job evaluation</li> <li>▪ Differentiate between career planning and currier development</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Recruitment, Selection, Orientation and placement</li> <li>▪ Performance appraisal, job evaluation, Appraisal-methods, Designing effective PMS, Career planning and Development</li> </ul>	
<p><b>Module 3</b></p>	<p><b>Compensation management and motivating employees</b></p>		<p>1</p>
	<p><b>LOs:</b></p> <ul style="list-style-type: none"> <li>▪ Explain the objectives of compensation planning and components of pay structure</li> <li>▪ Understand factors influencing compensation</li> <li>▪ Describe the wage policy and regulations in India</li> <li>▪ Differentiate between employee and executive</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Compensation Management-, employee and executive remuneration, incentives, bonus, ESOPs, Fringe Benefits</li> <li>▪ Motivating employees- Motivation Theories and application, motivational strategies-incentive schemes, rewards, job rotation, enlargement, enrichment, empowerment, QWL, Job</li> </ul>	

	<p>remuneration and the issues related</p> <ul style="list-style-type: none"> <li>▪ Explain the incentives and other benefits paid to employees</li> <li>▪ Identify various motivational strategies adopted by the organizations to improve productivity and job satisfaction</li> <li>▪ Describe the motivational strategies applied by organizations and its impact on employee morale and satisfaction</li> <li>▪ Summarize the conclusions of various motivation theories used for motivating employees</li> </ul>	<p>satisfaction, morale, Participative management</p>	
<b>Module 4</b>	<b>Employee training and Labor Relations</b>		<b>1</b>
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Understand Meaning, scope, importance, process, methods of Employee Training</li> <li>▪ Describe the uses of various training techniques for improving organizational performance</li> <li>▪ Differentiate between Skill training and Management development</li> <li>▪ Analyze various methods of training evaluation</li> <li>▪ Understand the concept, objectives, significance of sound industrial relations</li> <li>▪ Differentiate between preventive methods and settlement methods used in industrial disputes</li> <li>▪ Describe the ethical issues and latest trends in human resources Management</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Employee Training- Meaning, scope, importance, process, methods. Skill training, Management development, training evaluation</li> <li>▪ Overview of Industrial Relations and Labor Laws. Ethical issues in human resources Management, Latest trends in HRM</li> </ul>	

<b>Assignments/ Activities towards CCE</b>	
	<ul style="list-style-type: none"> <li>• Collection of appropriate documents for different types performance appraisal methods used in organizations</li> <li>• Comprehensive Job Analysis(Use the format given in the class) Method to Use: Interview – cannot be yourself, find a friend or Job holder/worker who would be willing to sit down and talk about their job. Do not use organizational materials that have been created already.</li> <li>• Group Discussion on Human resources upcoming trends</li> <li>• MCQ Quizzes using Moodle class/ Kahoot/ Google forms</li> <li>• Presentation on HRM topics</li> <li>• Role play- Interview techniques</li> <li>• Conducting recruitment to selection process (forming in a group a company and report making of entire process)</li> </ul>

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SN	Courses, Modules and Outcomes	Course Contents	Cr	
	<b>Semester II</b>			
PG 2.3	<b>Operations Management</b>  <b>Major (Core) Theory</b>		<b>4</b>	
	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ analyse the importance of Operations Management and how it can provide a competitive advantage in the marketplace</li> <li>▪ experiment with the knowledge of the issues related to designing and managing Operations and the techniques to do so</li> <li>▪ acquire a comprehensive understanding of operations management concepts, techniques, and strategies, enabling them to effectively manage resources and optimize processes in various organizational settings.</li> </ul>			
<b>Module 1</b>	<b>Introduction to Operations Management</b>		<b>1</b>	
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Recognize the significance of Operations Management in achieving business goals, improving processes, and enhancing customer satisfaction</li> <li>▪ Understand the key characteristics of transformation processes in various types of organizations and their implications for operations management</li> <li>▪ Identify and describe different types of manufacturing systems</li> <li>▪ Explain the factors that influence plant location choices and understand the steps involved in choosing a suitable</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Nature and Scope of Production and Operations Management; The production function– interface with other functional areas like marketing, finance, personnel, materials, service and business sectors. Difference between Manufacturing and service operations.</li> <li>▪ Transformation Processes for manufacturing, service &amp; hybrid organizations.</li> <li>▪ Types of Manufacturing Systems and their impact.</li> <li>▪ Plant Location: Importance of plant location &amp; the location factors, Steps in choosing a plant location, Location Models and its</li> </ul>		



	plant location and the application of location models.	applications	
<b>Module 2</b>	<b>Plant layout and Materials handling</b>		1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Differentiate between functional, line, static, and cellular layouts and understand their applications in various industries.</li> <li>▪ Explain the objectives, principles and types of materials handling in operations management.</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Plant layout: objectives of a good layout, principles of layout, factors influencing layouts, types of layouts – functional, line, static and cellular layouts.</li> <li>▪ Materials handling – objectives, principles and methods of efficient handling, Introduction to material handling equipment.</li> </ul>	
<b>Module 3</b>	<b>Production planning and control</b>		1
	<p><b>LOs:</b></p> <ul style="list-style-type: none"> <li>▪ Describe the role of PPC in coordinating and optimizing production processes.</li> <li>▪ Explain the functions and elements of PPC</li> <li>▪ Analyse the Resource Requirement Planning Systems</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Production planning and control(PPC):Concept, Objectives of PPC; Role of PPC in Operations Management; Functions/Elements of PPC in detail, PPC in different Manufacturing Systems, Advantages &amp; limitations of PPC function.</li> <li>▪ Resource Requirement Planning Systems: Introduction to MRP-I, MRP-II, ERP &amp; SAP; Aggregate Planning and Master Production Schedule; MRP system structure; Performing the MRP Calculations (Logic of the MRP computer Program)</li> </ul>	
<b>Module 4</b>	<b>Reliability and Emerging trends</b>		1

	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>▪ Differentiate between breakdown maintenance and preventive maintenance and understand their importance</li> <li>▪ Explore emerging trends in operations management</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Reliability, maintenance and plant services – objectives, types of maintenance – breakdown and preventive maintenance, safety.</li> <li>▪ Emerging trends – Just – in time manufacturing, robotics, Supply chain Management.</li> </ul>	
<b>Assignments/ Activities towards CCE</b>			
	<ul style="list-style-type: none"> <li>▪ Case Studies: Analyze real-world business scenarios using production and operations management (POM) concepts. Students can identify problems, apply relevant theories, and propose solutions with justifications. (Case studies can be adapted from business journals, news articles, or textbooks.)</li> <li>▪ Problem-solving exercises: Apply theoretical frameworks to solve quantitative problems related to operations management</li> <li>▪ Field visit: Students visit to factories or production facilities to observe firsthand how operations management principles are implemented in practice and make a presentation and report based on it.</li> <li>▪ MCQ Quizzes using Moodle class/ Kahoot/ Google forms</li> </ul>		

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester II</b>		
PG 2.4	<b>Legal and Business Environment</b>		<b>2</b>
	<b>Major (Core) Theory</b>		

	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ Understand legal matters related to business</li> <li>▪ Apply various legal concepts in legal matters that they will confront in the corporate and business environment</li> </ul>	
<b>Module 1</b>	<b>Commercial Law</b>	1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>• Understand the basic laws related to business and trade</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>• Indian Contract Act</li> <li>• Sale of Goods Act</li> <li>• Negotiable Instruments Act</li> </ul>
<b>Module 2</b>	<b>Competition Law and Company Law</b>	1
	<p><b>LOs:</b> Learners will be able to</p> <ul style="list-style-type: none"> <li>• Understand the Competition laws related to business and trade</li> <li>• Understand the legal requirements as per Company Law</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>• Competition Law: Anti-competitive agreements; abuse of dominance; and anti-competitive mergers</li> <li>• Overview of Company Law: Features of companies; types of companies; formation of companies, dividends, debentures, directors and meetings</li> </ul>
<b>Assignments/ Activities towards CCE</b>		
	<ul style="list-style-type: none"> <li>• No Internal Assessment</li> </ul>	

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SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester I</b>		
PG 2.5	<b>Human Resource Development (HRD) Major (Elective)</b>		<b>4</b>
	<p><b>Course Outcomes:</b></p> <p><b>Learners will be able to:</b></p> <ul style="list-style-type: none"> <li>▪ Analyse and evaluate the current and future Knowledge-Skill- Ability demand for the organization</li> <li>▪ Understand the Training and retraining of the workforce</li> <li>▪ Analyse and use appropriate selection and appraisal tools and techniques</li> <li>▪ Understand and apply techniques of employee job evaluation, wage and salary administration and worker and industry related issues and its resolution</li> </ul>		
<b>Module 1</b>	<b>Introduction and Strategies of HRD</b>		<b>1</b>
	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Understand Concept, Scope, Significance and process of HRD</li> <li>▪ Evaluate and apply HRD strategies in Individual learning; Group learning; Organizational Development; Behavioral modeling</li> <li>▪ Use various training methods in appropriate situations</li> <li>▪ Trace HRD efforts and recent experiments in Indian</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to HRD: Concept, Scope, Significance and HRD efforts in Indian Companies; Recent experiments in Indian companies.</li> <li>▪ Strategies for HRD: Individual learning; Group learning; Organizational Development; Behavioral modeling; Training methods - skills and technical training</li> </ul>	
<b>Module 2</b>	<b>HRD needs assessment and HRD mechanisms</b>		<b>1</b>

	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Understand HRD mechanisms like Performance appraisal; potential appraisal</li> <li>▪ Differentiate between career development; Performance Counseling</li> <li>▪ Compare -Training and Development; Recruitment and Selection.</li> <li>▪ Conduct the process of assessing the HRD needs for an organization</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ HRD mechanisms: Performance appraisal; potential appraisal; career development; Performance Counseling; Training and Development; Recruitment and Selection.</li> <li>▪ Assessing HRD needs- Organizational analysis, Task analysis, Person Analysis- Designing HRD programme</li> </ul>	
<b>Module 3</b>	<b>Implementing and evaluating HRD programme</b>		<b>1</b>
	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Understand the process of Implementing HRD programme</li> <li>▪ Analyze the competency mapping -procedures and steps</li> <li>▪ Learn how to align HR strategy with corporate strategy</li> <li>▪ Compare various methods of HRD programme evaluation</li> <li>▪ Develop appropriate competency model for the organization</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Techniques of Implementing HRD programme, Evaluating HRD programme</li> <li>▪ Strategic staffing- aligning HR strategy with corporate strategy, competency mapping -procedures and steps, methods of data collection for mapping, developing competency models</li> </ul>	
<b>Module 4</b>	<b>Career &amp; performance management &amp; employee wellness</b>		<b>1</b>
	<p><b>LOs: Learners will be able to</b></p> <ul style="list-style-type: none"> <li>▪ Understand Management Development techniques</li> <li>▪ Differentiate between career Management &amp; career development</li> <li>▪ Design management Development programmes</li> </ul>	<p><b>Module Contents:</b></p> <ul style="list-style-type: none"> <li>▪ Career Management &amp; development, Management development and designing MDPs</li> <li>▪ Coaching &amp; performance management, Employee counseling and Wellness</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Learn to use the various coaching and counseling techniques</li> <li>▪ Understand performance management process and tools and use the same</li> </ul>	services	
<b>Assignments/ Activities towards CCE</b>			
	<ul style="list-style-type: none"> <li>• Preparing report on PMS used by organizations</li> <li>• Role Play of coaching and counseling</li> <li>• Group Discussion and presentations on HRD topics</li> <li>• MCQ Quizzes using Moodle class/ Kahoot/ Google forms</li> <li>• Designing training programs and conducting it for the class</li> </ul>		

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Edited By Paresha Sinha, Parth Patel, Verma Prikshat :International HRM and Development in Emerging Market Multinationals, Routledge, 2022

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Dr. D. K. Bhattacharya: Human Resources Development, Himalaya publishing House, 2016

David McGuire: Human Resource Development, SAGE Publications Ltd, Second Edition 2017

### **Websites**

[www.astd.org](http://www.astd.org)

[www.istdtrg.org](http://www.istdtrg.org)

### **Journals**

International Journal of Human Resource Management

Human Resource Management Journal

Human Resource Management

Advances in Developing Human Resources

**Course: PG2.6**  
**Course Title: Summer Internship**  
**4 Credits, 100 marks**

The summer project is expected to provide the student with a firsthand experience of working in an organization and understand the various business functions practically by observation and participation wherever feasible.

Internships are an important and integral part of the MBA Programme, where students intern with a chosen organization for 8 weeks after their second semester for their Internship.

The internship programme helps a student gain first-hand experience in a particular industry and gain through practical experience, a sound appreciation and understanding of the theoretical principles learnt in the first year of their MBA Programme. It also helps them in being more receptive to market needs.

The Internships also has an academic component: student interns prepare a report on the assignment and present it to the organization. They are also required to share their learning with the Institute before they register for the second year. The requirement of making a formal presentation about the project to the company and to the Institute ensures that sufficient rigour and discipline are brought in to this exercise.

SN	Courses, Modules and Outcomes	Course Contents	Cr
	<b>Semester II</b>		
<b>PG 2.6</b>	<b>Internship OJT</b>		<b>4</b>
	<b>Course Outcomes:</b>  <b>Learners will be able to:</b> <ul style="list-style-type: none"> <li>• Learners will be able to:</li> <li>• Familiarise the organisational structure of a company or any organisation</li> <li>• Familiarise the flow of work in a company</li> <li>• Practice the knowledge gained while working in companies</li> <li>• Develop the soft skills</li> <li>• Develop managerial and professional skills</li> <li>• Develop entrepreneurial skills</li> </ul>		
	<b>LOs:</b> Learners will be able to  Apply managerial and professional skills Work in companies or any other organisational set up Analyse working of companies and organisations	<ul style="list-style-type: none"> <li>• Student will take internship in any company, organisation, bank, financial institution, Chartered Accounting Firm, etc.</li> <li>• Student are expected to do following tasks during the internship               <ul style="list-style-type: none"> <li>– Know about the company and its history</li> <li>– Study the Organisation structure of the Company</li> <li>– Complete the work assigned by the company mentor</li> <li>– Maintain Daily Diary mentioning the work done</li> <li>– Report Writing</li> </ul> </li> </ul>	