

Learning Outcomes Based Curriculum Framework (LOCF) (As per NEP 2020)

For IIPS- VIKRAM University and All Vikram University Affiliated Colleges

Two Year MBA (Human Resource Management) Program

Program Objectives: The Program objectives are to develop students as professional managers and administrators for private, public and other growing sectors of the economy. The main thrust of this program is not only to develop the academic skills of the students but also to provide new insights in the dynamic Atamnirbhar Bharat's environment. Students' life skills, students' analytical and decision making abilities in the core and in the functional areas are also brushed. Our Core Objective is to ensure and implement the active and collaborative Learning pedagogy with the help of Creation of Effective Scenarios, Management Simulation, Case Studies, Business Games, Role Playing as also envisaged in the New Education Policy. Online/Offline Presentations are also encouraged to develop Atamnirbhar Bharat's Students' personalities.

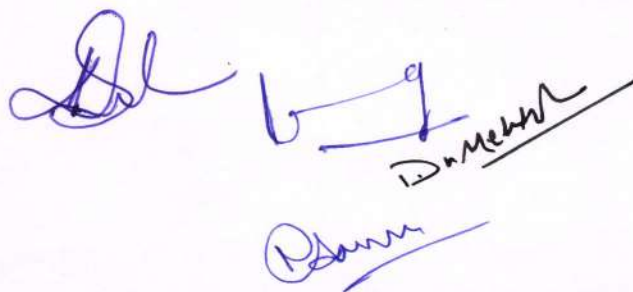
Program Outcomes :

- A Post graduate with a Master's Degree in Business Administration (Human Resource) will surely have in-depth and detailed functional knowledge of the fundamental theoretical concepts and practical issues of the dynamic, ever changing business world and cater to all HR areas of the economy.
- Our PGs will have rich knowledge of General Management as well as of specific HR skills in planning and functional decision making like-Training, development, Management of IR, and other emerging HR areas.

Program Specific Outcomes:

- Our students will learn the multiple skill sets in examining specific business situation phenomena theoretically and also from a practical perspective, and enable them to run family business/ and alone courage them to go for own business startups/family ventures/MSMEs
- The Vibrant Atamnirbhar Bharat's young generation of Management PGs will be able to contribute to the new business ideas with new business insights as well as innovative new applications of business research.
- Our Program Regulator AICTE's Mandatory Summer Internship for all the students of the Program is one of the Key Hands-on Learning System Outcome, enabling and exposing them to the ground realities of the ever changing business world as well as competitive and Dynamic HRD Climate.

The Professional program is divided into Four Semesters. The First Two Semesters Core Conceptual / fundamental management subjects are offered to all students. In the Last Two Semesters, HR Specialization Subjects are extensively offered to the students. Active and collaborative Learning pedagogy with the help of Creation of Effective HR Scenarios, HR Simulation, HR / HRD Case Studies, Business Games, Role Playing and other Online/Offline Presentations are also encouraged. Seminars/Webinars, Quizzes, Guest Lectures, Alumni Interaction with experience sharing from Industries is also explored from time to time. Periodic Internal exams, External University Assessment, Oral Quizzes, Group Discussions and even feedback of students/faculty is also being encouraged for better Quality delivery. An effective teaching-learning process, imparting life skills to students, and Social -Industry connect Research Works/ OBEs Assignments based OBL Practices are also being undertaken and encouraged.



SYLLABUS

TWO YEAR MBA (Human Resource Management) PROGRAM

(As per New Education Policy 2020)

For IIPS- VIKRAM University and All Vikram University Affiliated Colleges

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**FACULTY OF MANAGEMENT STUDIES
VIKRAM UNIVERSITY, UJJAIN**





FACULTY OF MANAGEMENT STUDIES
VIKRAM UNIVERSITY, UJJAIN
TWO YEAR M.B.A. (Human Resource Management) PROGRAM
For IIPS- VIKRAM University and All Vikram University Affiliated Colleges
COURSE STRUCTURE
MBA (Human Resource) FIRST SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribut ion of Credit	
							C	L T
1.	FT-HR-101	Management Concept and Process	85	15	100	4	3	1
2.	FT-HR-102	Managerial Economics	85	15	100	4	3	1
3.	FT-HR-103	Accounting for Managers	85	15	100	4	3	1
4.	FT-HR-104	Organisational Behaviour	85	15	100	4	3	1
5.	FT-HR-105	Business and Legal Environment	85	15	100	4	3	1
Total						500	20	15 5

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week)

MBA (Human Resource Management) SECOND SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribut ion of Credit	
							C	L T
1.	FT-HR-201	Human Resource Management	85	15	100	4	3	1
2.	FT-HR-202	Financial Management	85	15	100	4	3	1
3.	FT-HR-203	Marketing Management	85	15	100	4	3	1
4.	FT-HR-204	Production and Materials Management	85	15	100	4	3	1
5.	FT-HR-205	Communication Skills	85	15	100	4	3	1
Total						500	20	15 5

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week)

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MBA (Human Resource Management) THIRD SEMESTER

S. No.	Course Code	Title	End Term Sem.	Internal Continues Evaluation	Max Marks	Credit	Distribut ion of Credit		
							C	L	T
1.	FT-HR-301	Organizational Management	85	15	100	4	3	1	
2.	FT-HR-302	Management of Human Resources	85	15	100	4	3	1	
3.	FT-HR-303	HR Information System, Training & Development	85	15	100	4	3	1	
4.	FT-HR-304	Research Methodology	85	15	100	4	3	1	
5.	FT-HR-305	Entrepreneurship Development	85	15	100	4	3	1	
6.	FT-HR-306	Summer Internship			50	4 (VC)			
		Total			550	20+(4) VC	15	5	

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week)(VC-Virtual Credit)

MBA (Human Resource Management) FOURTH SEMESTER

S. No.	Course Code	Title	End Term Sem. Exam.	Internal Continues Evaluation	Max Marks	Credit	Distribut ion of Credit		
							C	L	T
1.	FT-HR-401	Strategic and International HRM	85	15	100	4	3	1	
2.	FT-HR-402	Compensation Management	85	15	100	4	3	1	
3.	FT-HR-403	HRM Legislatives	85	15	100	4	3	1	
4.	FT-HR-404	Field Survey Presentation And Viva Voce	200	-	200	8			
5.	FT-HR-405	Comprehensive Viva-voce			50	4 (VC)			
		Total			550	20+(4)V C			

(C=Credit per week)(L=Lectures per week)(T=Tutorials per week) (VC-Virtual Credit)

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Examination Scheme

1. Each paper shall consist of 85 marks in External Exam and 15 Marks for Internal Continues Evaluation.
2. Internal Continues Evaluation of 15 marks in each subject shall be as below(Institute can opt any one Scheme (Scheme A or B) for Internal Assessment):

SCHEME-A: Internal Assessment shall consist of two Internal Tests of 15 marks each, out of which the higher of the two shall be considered the Internal Marks obtained by the Student.

SCHEME-B: Assignment/Participation/Seminar Presentation/Attendance etc. of 15 marks

3. A Maximum of 2 papers in One Semester, he/she will be allowed to carry the same in next semester (ATKT), and the candidate will be required to have to pass such papers before the end of Fourth Semester Examinations. However, the candidate fails in more than 4 papers in two semesters (2 papers in one semester) shall not be allowed to avail the advantage of ATKT.
4. If the candidate fails in more than 2 papers in One Semester, he/she will be declared Fail and he/she will not be given the advantage of ATKT.
5. There shall be no ATKT in Fourth Semester.
6. The minimum passing marks in individual paper is 36% (including End Term Semester Exam and Internal Continues Evaluation) and 48% marks in aggregate to qualify the semester.
7. All the provisions as stated in MBA Ordinance No.27 of Vikram University are applicable for the above program. In ace of any dispute / any matter (s) not covered in the ordinance the decision of the BOS / of the Vice Chancellor shall be final.



MANAGEMENT CONCEPTS & PROCESSES (FT-HR-101)

OBJECTIVES: The objective of this subject is to deliver the in-depth knowledge about various concepts and processes of management to the students. It highlights the principles, functions, responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

OUTCOMES: After completion of subject, the students will be able to understand the various concepts, principles, functions and practices of management. Better understand the key role of managers in an organization. Learn about coordination, decision making concept and able to enhance their potential skills.

SUBJECT CONTENTS:

- Scientific Management Approach to Management, System Approach to Management, Human Relations Approach to Management, Principles of Management.
- The Concept of Planning, Process of Planning, Types of Plans, Management by Objectives(MBO).
- Process of Organizing – Span of Management and Levels of Authority, Delegation of Authority, Decentralization of Authority, Line and Staff Organization.
- Nature & Process of Decision Making – Group Decision Making, Guidelines for Effective Decision Making, Management by Exception.
- Concept and Process of Management Control, Types of Control, Principles of Controlling, Techniques of Management Control.

Suggested Readings:

Stoner and Freeman, Management, Prentice Hall, N. Delhi.

Koontz, O' Donnell & Wehrich, Essentials of Management- An International Perspective, Tata McGraw Hill, New Delhi.

Peter F. Drucker, Management - Tasks, Responsibilities and Practice, Allied Publishers, Ahmedabad.

Peter F. Drucker, The Practice of Management, Allied Publishers, Ahmedabad.

Massie, Essentials of Management, AITBS, New Delhi.

Terry and Franklin, Principles of Management, AITBS, New Delhi

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MANAGERIAL ECONOMICS (FT-HR-102)

OBJECTIVES: The aim of this subject is to explain the nature and scope of managerial economics, role and responsibilities of economists. Students will thoroughly understand the law of demand, law of returns, market competition, BOP, National Income and Cost Benefit Analysis.

OUTCOMES: After completion of subject, the students will be able to understand the concepts of micro and macro economics and exposed to theoretical and practical aspects of computation of BOP and National Income and other market competition dynamics.

SUBJECT CONTENTS:

- Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
- Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus.
- Law of Returns and Production Functions, Cost Concepts, Cost Classifications, Economies and Diseconomies of scale, Cost-Output relationships.
- Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition.
- Input- Output Analysis, Trade Cycle, Balance of Payments, Concept and Measurement of National Income, Cost Benefit Analysis.

Suggested Readings:

Adhikary, M. Business Economics., New Delhi, Excel Books.

Varshney & Maheshwari, Managerial Economics, Sultan Chand, New Delhi.

Chopra, O.P., Managerial Economics, New Delhi, Tata McgrawHill.

Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.

Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.

Trivedi M L., Managerial Economics, Tata McGraw- Hill, New Delhi.

Mehta P.L., Managerial Economics : Analysis, Problems & Cases, Sultan Chand & Sons, New Delhi.

Mathur, N.D.(2010), Managerial Economics, Jaipur: Shivam Book House

ACCOUNTING FOR MANAGERS (FT-HR-103)

OBJECTIVES: The objective of this subject is to acquaint the students with basic concepts of Financial Accounting, Financial Statement Analysis, Management Accounting, Budget and Budgetary Control and HR Accounting. Further to develop understanding of Accounting for Managers for Decision Making.

OUTCOMES: After completion of subject the students will be able to understand the basic concepts of Financial, Cost and Management Accounting. To prepare financial statement in accordance to GAAP and to develop practical skills by analyzing the financial statement as decision making for the business.

SUBJECT CONTENTS:

- Financial Accounting – Concept, Nature, Scope and Importance , Generally Accepted Accounting Principles, Preparation of Financial Statements.
- Financial Statement Analysis - Ratio Analysis, Funds Flow Analysis.
- Management Accounting – Concept, Nature, Need, Scope and Importance; Marginal Costing, Accounting for Decision Making, Break Even Analysis.
- Budget and Budgetary Control, Types of Budget – Flexible Budget, Cash Budget, Capital Expenditure Budgeting, Zero-Base Budgeting.
- Responsibility Accounting, Value Added Accounting, Human Resource Accounting, Inflation Accounting, Environmental Accounting

Suggested Readings :

M Y Khan & P K Jain, Management Accounting, Tata McGraw- Hill, New Delhi.

Bhattacharya S K and Dearden J. Accounting for Management : Text and Cases, Vikas, New Delhi.

Ashok Sehgal, Advanced Accounting, Taxmann Publication, New Delhi.

Hingorani, N L. and Ramanathan, A.R. Management Accounting., New Delhi, Sultan Chand.

Sharma & Gupta, Management Accounting & Financial Management, Kalyani Publishers, New Delhi.


Jagdish Prakash & Nageshwar Rao "Prabandh Lekhankan" Prayag Pustak Sadan , Allahabad

Ravi M Kishore, Financial Management, Taxmann Publication, New Delhi.

Vij, Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.

Bhattacharyya, "Financial Accounting" Prentice Hall of India Ltd, New Delhi

Kothari, Rajesh, Godha Abhishek, " Management Accounting-Concept & Applications, Macmillan, New Delhi


 I. D. Mehta


ORGANIZATIONAL BEHAVIOUR (FT-HR-104)

OBJECTIVES: The objective of this subject is to understand the human behavior within the organizational environment so that they can improve their HR skills for attainment of their goals.

OUTCOMES: After completion of subject, the students will be able to understand and apply the theories of OB under HR practices. Analyse the key issues relating to Human elements such as Perception, Learning, Motivation and Leadership etc.

SUBJECT CONTENTS:

- Organizational Behaviour :Definition, Concept, Significance, Level of Organisational Behavior, Managerial Skills Influencing OB
- Personality: Meaning, Determinants, Types, Theories of Personality -- Trait Theory and Freud theory.
- Attitude: Definition, Meaning. Components of Attitude.
- Perception: Meaning, Elements, factors Influencing Individual Perception Process.
- Learning: Meaning, Effectiveness of Learning.
- Motivation: Meaning, Types, Theories of Motivation, Maslow's Theory of Need, Herzberg Two factors Theory, Vroom's Expectancy Theory.
- Leadership: Meaning, Styles of Leadership, Theories of Leadership- Charismatic Leadership Theory, -Trait Theory, Contingency Theory
- Management of Conflict: Meaning, Types, Sources, Levels, Process of Conflict.
- Group: Meaning, Types of Group, Group dynamics, Group Decision Making.

Suggested Readings:

Luthans Fred, Organisational Behaviour..New York, McGraw Hill.

Robbins S.P., Organisational Behaviour, New Delhi, PHI.

Mcshane & Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi

Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.

Davis Keith, Human Behaviour at Work, TMH, New Delhi

Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai

Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.

Uma Shekharan, Organisation Behaviour, TMH, New Delhi.

John W. New Strom, "Organisational Behaviour, Tata McGraw, New Delhi


I. D. Sharma
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**BUSINESS AND LEGAL ENVIRONMENT
(FT-HR-105)**

OBJECTIVES: The objective of this subject is to understand the laws related to business environment activities which influences the corporate sector. To develop BLE focus and to develop a practical approach towards Business legal framework among the students with various laws and practices.

OUTCOMES: After completion of subject, the students would be able to understand and legal system or laws related to business activities. They will develop the relationship between various laws and economic activities for the attainment of business goals.

SUBJECT CONTENTS:

- Business Environment: Nature, Scope and its relevance in Business Decision Making,
- Political, Social, Cultural & Economic and Technological Environment.
- WTO Provisions, Trading Block, Industrial Ecology and Recycling Industry, Industrial Pollution – Air, Water, Land Pollution and Business ethics.
- The Indian Contract Act 1872, Essentials of a Valid contract, Void agreements,
- Performance of Contracts & its remedies.
- The Sale of Goods Act 1930 : Formation of a contract, Rights of an unpaid seller,
- The Companies Act, 1956: Nature and Types of Companies Formation. Memorandum and Articles of Association,
- Prospectus, Allotment of Shares.

Suggested Readings:

- Francis Cherumilam, Business Environment
 Adhikari, M., Economic Environment of Business
 Sampat Mukerjee, Economic Environment of Business
 Dwijendra Tripathi, Business Politics in India
 Shukla M B, "Business Environment-Text & Cases" Taxmann, New Delhi
 Gupta, D., Indian Government & Politics
 Ruppuswamy, B., Social Changes in India
 N D Kapoor, Mercantile Law, Sultan Chand, New Delhi.
 Chawla, Bhasin & Garg, Mercantile Law, Kalyani Publishers, New Delhi.
 Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa.
 V S Datey, Business & Corporate Laws, Taxmann, New Delhi


 T. D. Mehta
 P. S. Kumar

HUMAN RESOURCE MANAGEMENT (FT-HR-201)

OBJECTIVES: The objective of this subject is to help the students to understand the various dimensions of Human Resources which can be connected to HR Dynamics/concepts and helpful in formulating the HR policies and practices..

OUTCOMES: After completion of subject, the students would be able to understand the theories/ concepts and HR practices covered under the field of HRM. Understand the differences between training and development, selection and recruitment, role of HR manager etc.

SUBJECT CONTENTS:

- Introduction: Concepts and Functions of Human Resource Management, Role of Human Resource Managers, Meaning and Process of Human Resource Planning, Job Analysis. Job Evaluation: Meaning, Objectives and Methods of Job Evaluation. Wage, Salary and Employee Benefits: Meaning of Wages/ Salary, Minimum Wages, Fair Wages and Living Wages. Meaning and Description of Fringe Benefits (Fringes / Employee Benefits / Perquisites), Meaning and Types of Incentives, Factors Affecting Fixation / Revision of Wages / Salary and Fringe Benefits, Methods of Wage Fixation / Wage Revision, Methods of Wage Payment, Meaning of Bonus and Objectives of Paying Bonus.
- Employee Recruitment: Meaning, Sources and Methods of Employee Recruitment. Employee Selection: Meaning and Process of Scientific Methods of Employee Selection. An Overview of Various Tests and Interview Methods for Employee Selection. Process of Induction of the New Employees.
- Training and Development: Meaning of Training and Development, Process of Employee Training, Methods of Training Need Identification, Methods of Training Delivery, Need and Methods of Training Evaluation, Meaning and Goals of HRD, An Overview of Various sub- systems (Process Mechanisms of HRD), Inter linkage of Various HRD Sub-systems.
- Performance Appraisal: Meaning, Objectives, Process and Methods of Performance Appraisal, Errors in Performance Appraisal.
- Trade Unionism: Meaning of Trade Union, Registration and Rights of Trade Unions, An Overview of Trade Unions in India,
- Industrial Relations: Meaning of Industrial Relations and Industrial Disputes, Reasons for Industrial Disputes in India, System of Prevention and Settlement of Industrial Disputes in India.
- Grievance Handling: Meaning and Causes of Grievances, Process of Grievance Handling, Model Grievance Handling Procedure.
- Management of Discipline: Meaning of Misconduct, An Overview of Various forms of Misconduct, Procedure of Conducting Domestic Inquiry against Indiscipline Employees.

Suggested Readings:

Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.

De Cenzo, D.A. & Robbins S P. Human Resource Management, New York, John Wiley.

Ivancevich, Human Resource Management, TMH, New Delhi.

Holloway, J. ed. Performance Measurement and Evaluation. New Delhi, Sage.

Rao and Das R.P., Cases in Human Resource Management, Himalaya Publishing House.

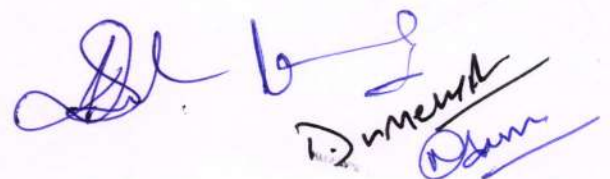
Monappa, A. & Saiyadain M. Personnel Management., New Delhi, Tata Mc-Graw Hill.

Rao V.S.P., Human Resource Management, Text and Cases, Excel Books, New Delhi.

Dwivedi, R.S. HRM in Indian Organisation, New Delhi, Galgotia.

Pareek, Udai. Designing & Managing Human Resource System, New Delhi, Oxford Pub. Co.

Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Lllionis.



**PRODUCTION AND MATERIALS MANAGEMENT
(FT-HR-204)**

OBJECTIVES: The objective of this subject is to help the students to understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production/materials management related problems. Encourage the learners with brain storming new product design ideas.

OUTCOMES: After completion of the subject, students will be able to understand the basic functions and their applications of production. Practical approaches to Plant location, layouts, product design, capacity planning, materials purchase/classification/codification decisions and processes. Develop new production ideas w.r.t. Startups/MSMEs and apply TQM practices.

SUBJECT CONTENTS:

- Nature, Significance , Scope ,Role ,Functions of Production Management, Relationship with other Management Functions, Different Production Systems
- Plant Location, Plant Layout, Product Design & New product Development, Capacity Planning Process &Decisions.
- Scheduling and Sequencing – Conceptual Framework, Industrial Safety Management, Waste Management and Scrap Disposal, JIT Approach.
- Materials Management – Principles, Value Analysis, Variety Reduction, Material Handling, Classification and Codification.
- Work Measurement Techniques – Work Study and Method Study- Conceptual Framework of Statistical Quality Control (SQC) & TQM, Maintenance Management, TPM.

Suggested Readings:

Adam, E E& Ebert, RJ. "Production & Operation Management., New Delhi, PHI.

Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, PHI Inc.

Buffa, E.S. Modern Production Management, John Wiley (New York).

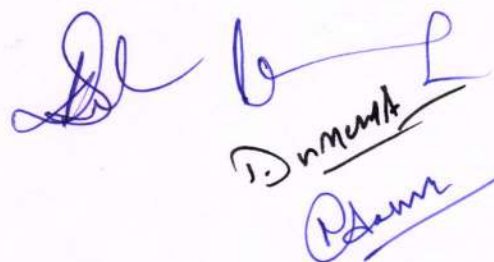
Chary S.N. Production and Operations Management, New Delhi, TMH.

Dobler, Donald. W & Lee Lamar "Purchasing & Materials Management, New York, Mc Graw Hill.

Dilworth, James B. Operations Management : Design, Planning & Control for Manufacturing & Services, Singapore, Mc Graw Hill.

Moore, FG & Hendrick, T.E. – Production / Operations Management, Homewood, Illinois, R.D. Irwin.

Manocha R.C., Production and Operations Management, Excel Books, New Delhi.



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COMMUNICATION SKILLS (FT-HR-205)

OBJECTIVES: The objective of the subject is to help the students to acquire the basics of interpersonal communication, business communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

OUTCOMES: After completion of the course, students will be able to understand and effectively communicate within/ out of the organizations. To make capable use of basic formats of business writing letters/ reports/ proposals.

SUBJECT CONTENTS:

- Importance and Nature of Business Communication, Process of Communication Channels and Media of Communication, Communication Networks, Effectiveness of Communication.
- Barriers and Gateways in Communication; Written Communication; Writing Business Reports, Resume Development.
- Communication in meetings, Oral presentation skills, Public speaking, Facing Job-Interview.
- Listening Skills, Conversation Skills, Non-verbal Communication, Legal aspects in Business Communication.
- Feedback Skills, Counseling Skills, Negotiation Skills, Communication on Disciplinary Matters.

Suggested Readings:

Bowman, Joel P and Branchaw, Bernadine P. "Business Communication : From Process to Product", Dryden Press, Chicago.

Rao ,Nageshwar and Das R.P."Communication Skills" Himalaya Publishing House, Mumbai
Kitty O- Locker, Business & Administrative Communication, TMH, New Delhi.

Murphy, Herta A and Peck, Charrles E. "Effective Business Communications", Tata Mc Graw Hill, New Delhi.

Pearce, C Glenn etc. "Business Communication : Principles and Applications", John Wiley, New York.

Mehta D and Mehta N. K"A Handbook of Communication Skills Practices" Radha Publications ,New Delhi

K.K. Sinha, Business Communication, Galgotia Publishing House, New Delhi.

Mehta N.K., Mehta, D., Malviya R.N., Communication Skills, DPS Publishing House , New Delhi.


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ORGANIZATIONAL MANAGEMENT (FT-HR-301)

OBJECTIVES: The key objective of this subject is to acquaint the students with the conceptualization of Organizational change with Quality Management from design assurance to OD processes' assurance to service assurance.


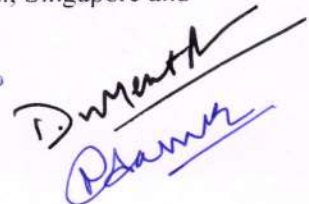
OUTCOMES: After completion of the subject, students will be able to understand the basic functions and their applications of production/ Quality Management. Practical approaches to quality assurance, organizational development, and different models and techniques to be used in TQM.

SUBJECT CONTENTS:

- Concept of Organizational Effectiveness (OE) and Organizational Performance (OP). Indicators of OE and OP, Measurement of OE.
- Types of Change. Force of Change. Resistance to Change. Overcoming Resistance to Change.
- Process of Change. Lewin's Model of Change. Golpin's Model of Change Management. Action Research Model of Change. Role of Change Agent In The Process Of Managing Change.
- Meaning and Nature of Organization Climate, Dimensions of Organizational Climate. Organizational Climate versus Organizational Culture. Methods of Conducting Organizational Climate Survey.
- Power and Politics in Organization.
- Meaning of OD. Process of OD. An Overview of OD Intervention.
- Detailed Study of Various OD Interventions. Process of Introducing Various OD Interventions.
- Meaning of Quality. Meaning and Process of Quality Management, Kaizen and TQM. System of Quality Management Awards.
- Benchmarking, JIT, Quality Circles, TPM, SQC and BPR.
- ISO 9000 Certification. Comparison between ISO 9000 Certification and ISO-14000 Certification.

Suggested Readings:

Change Management by Radha Sharma , Tata Mcgraw Hills Publication.
 Luthans Fred, Organisational Behaviour.,New York, McGraw Hill.
 Robbins S.P., Organisational Behaviour, New Delhi, PHI.
 Meshane&Vonglinow, Organisational Behaviour, Tata McGraw- Hill, New Delhi
 Staw, B.M. Psychological Dimensions of Organisational Behaviour, Englewood Cliffs, New Jersey, Prentice Hall Inc.
 Davis Keith, Human Behaviour at Work, TMH, New Delhi
 Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
 Hersey Paul and Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi.
 Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
 John W. New Strom, "Organisational Behaviour, Tata Mcgraw, New Delhi
 Kavita Singh. Organization Change and Development, Excel Books, New Delhi
 Sharma, D.D., Total Quality Management : Principles, Practice and Cases, New Delhi: Sultan Chand & Sons.
 Besterfield, D.H. et al., Total Quality Management, Pearson Education Pte. Ltd., Singapore and Delhi.

**MANAGEMENT OF HUMAN RESOURCES
(FT-HR-302)**

OBJECTIVES: The objective of this subject is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role

OUTCOMES: After completion of the subject, students will be able to understand the various concepts, process and policies of HRD in the present corporate scenario. To understand the concept of work life balance and its practical application in their lives.

SUBJECT CONTENTS:

- Philosophy and Goals of HRD, An Overview of Sub-systems (Process mechanisms) of HRD. Inter-linkage of Various Sub-systems of HRD. Role of HRD Managers, Line Managers and Top Executives in the Process of HRD.
- Employee Training: Process of Employee Training. Identifying Training Needs. Planning for Training. Evaluation of Training, Learning/ Training Climate.
- Performance Appraisal: Objectives of Performance Appraisal. Process of Performance Appraisal. Performance Feedback and Performance Counselling. Common Errors in Performance Appraisal.
- Employee Empowerment: Meaning, Process and Ways & Strategies. Career Planning & Development: Meaning, Process and Ways & Strategies. Ingredients of Quality of Work Life. Ways and Strategies to Enhance the Level of QWL.
- Defining HRD Climate and Dimensions of HRD Climate. Evaluation of HRD (HRD Audit). Strategic HRD. Organizational Learning.

Suggested Readings :

Sungara Raju, S.M., Total Quality Management, New Delhi, Tata McGraw-Hill Pub.Co.Ltd.

Pareek and Rao, Designing and Managing Human Resource, Systems, Oxford & IBH Pub. House

French and Bell, Organisation Development, PHI, New Delhi.

Rao, T.V., Recent Experiences in HRD, TMH, New Delhi.

Pareek, Udai, Evaluation of HRD, Jaipur Rawat Publications

Rao T.V., HRD Audit, Oxford IBM, Mumbai.

Kanji Gopal & Asher Mike – 100 Methods for TQM, Response Books, Sage Publications, New Delhi.

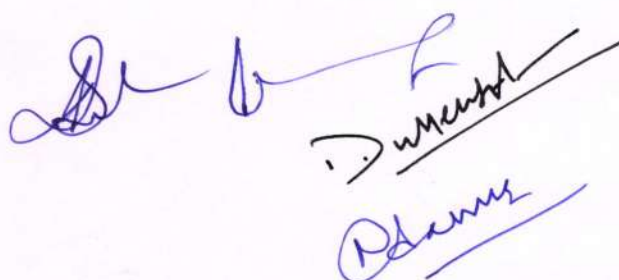
Khandwalla, Pradeep (1988), Fourth Eye, Allahabad: A.H. Wheeler Publishing

Margaret, Anne Reid, Harry Barrington & Mary Brown, Human Resource Development, Pinnacle, New Delhi.

Khandwalla, Pradeep (2003), Corporate Creativity, Tata McGraw Hill Publishing Company Ltd.

Tapomey Dev (2011), Human Resource Development: Theory and Practice, Ane Books Pvt. Ltd., New Delhi.

Bedia,DD, PadmwatAnanda,"TalentManagement"ZenithPublications,Delhi,2012



HR INFORMATION SYSTEM, TRAINING & DEVELOPMENT

(FT-HR-303)

OBJECTIVES: The objective of this subject is to help the student acquire the basic knowledge of HR Skills of information system so as to enable them to make more efficient use of information for decision making.

To enable students in understanding the key conceptual and practical issues of T & D with tools / techniques with possible hands on learning experience

OUTCOMES: After completion of the subject, students will be able to understand the concept of HR information system in the business organization. To learn how the information can be managed by the organizations for the future benefits and Decision making for the business.

SUBJECT CONTENTS:

- Introduction to HRIS : Nature, Scope and Characteristics of HRIS, Data and Information needs for HR Manager, Sources of Data, Role of ITEs in HRM, IT for HR Managers; Concept, Structure, and Mechanics of HRIS, Programming Dimensions and HR Manager with no technology background, Survey of Software Packages for Human Resource Information System including ERP Software such as SAP.
- Data Management for HRIS :Data Formats, Entry Procedure and Process, Data Storage and Retrieval, Transaction Processing, Introduction to RDBMS, HR-XML, Office Automation and information Processing and Control Functions, Design of HRIS: Relevance of Decision Making Concepts for Information System. Design; HRM Needs Analysis, HRIS - An Investment, Cost Benefit Analysis.
- HRIS Modules on MPP – Recruitment, Selection, Placement, PA Systems, T and D Module Planning and Control; Information System's support for Planning and Control. HR Management Process II and HRIS, Data Capturing for Monitoring and Review Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making. Security of Data and Operations of HRIS Modules, Opportunities for combination of HRM & ITEs Personnel. An Integrated View of HRIS, Common problems of HRIS and Remedies.
- Concepts and rationale of T & D, Characteristics of T & D, Importance of T & D, Role of External Agencies in T & D. Differences in T & D, Training Need Assessments, Learning Curve, Training Design and Methods of Training, Various methods of training, E learning environment, Flexible learning modules, Training Process.
- Training and Development methodologies, process and principles of learning, Learning Management System, Skills of trainers and trainer's role, Methods of evaluating effectiveness of training. Problems of measurement and evaluation of training, gamification, team training, electronic enabled training systems. Emerging trends in training and developments, recent corporate initiatives of public, private sectors and MNCs in T & D Areas.

Suggested Readings :

Hand book of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, MohanTi the, Richard D ohnson, Sage Publications India Pvtltd.

A Handbook of Human Resource Management Practice, " Michael Armstrong", Koganpage.

ManagingandMeasuringEmployeePerformance-UnderstandingPractice"Elizabeth Houlds Worth, Dilum Jirasinghe", Kogan Page.

AccountabilityinHumanResourceManagement,"JackJPhillips",GulfProfessionalPublishing.

HcasM.Awad,W.f.Casico,HumanResourceManagement,AnInformationSystemsApproach, Reston Publishing Company.

Tony Ivey, Personnel Computer System, Mc Graw Hill International.

The Brave New world of HR:Human resources Management in digital age, Guetual,Stone editors, Wiley India Edition.

David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall..

Michael Armstrong, "A Handbook of Human Resource Practice", London, Kogan Page. Suggested Readings

William B. Werther Jr. and Keith Davis, "Human Resources and Personnel Management", Singapore, McGraw Hill.

P Subba Rao, "Essentials of Human Resource Management and industrial Relations: Text, Cases and Games", Mumbai, Himalaya.

Biswajeet Patanayak, "Human Resource Management" New Delhi, Prentice Hall India.

Holloway J. Ed., "Performance Measurement and Evaluations", New Delhi, Sage Publications. Guy V. & Mattock J., "The New international Manager", London, Kogan P

Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000.

Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000.

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RESEARCH METHODOLOGY (FT-HR-304)

OBJECTIVES: The objective of this subject is to equip the students with the concept and methods of Research Methodology. The students will be able to plan, design and learn business research planning using scientific methods.

OUTCOMES: After completion of the subject, students will be able to understand the concept of research methods/research test types and their applications into the business for research and development.

SUBJECT CONTENTS:

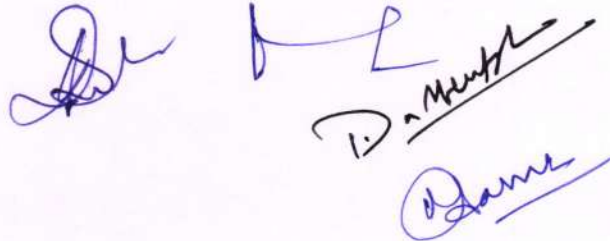
- Concepts of Research, Scientific Approach to Research, Types of Social Science Research, Research Process and Planning for Research, Defining Research Problem. Research Designs.
- Sources / Methods of Collecting Primary and Secondary Data, Schedules & Questionnaires, Interview, Observation, Scaling Techniques etc.
- Methods of Data Analysis: Application of Mean, Mode, Median, Geometric Mean, Harmonic Mean, Coefficient of Correlation, Regression Analysis, ANOVA Analysis, t-test, z-test, f-test, chi-square test.
- Research Report Writing. Elementary Idea about Statistical Software Packages

Suggested Readings:

K.R. Sharma, Research Methodology, National Publishing House, Jaipur.

Kothari.C.R., Research Methodology, Vishwa Prakashan , Delhi

Bannerjee,S&Roy R"Fundamentals of Research Methodology"Kitab Mahal ,Allahabad
Asthana BN"Elements of Statistics" S Chand,New Delhi



ENTREPRENEURSHIP DEVELOPMENT (FT-HR-305)

OBJECTIVES: The aim of this subject is to provide the insight knowledge about entrepreneurship and make students familiar with entrepreneur's traits, Qualities Business startup/MSMEs issues and prepare business plans accordingly..

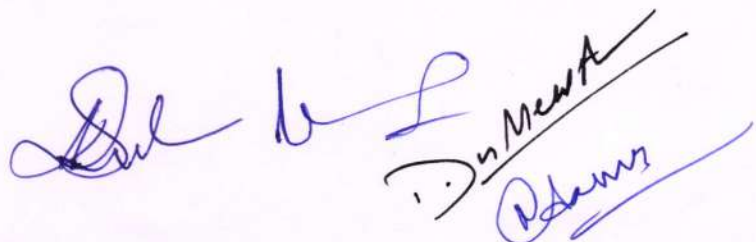
OUTCOMES: After completion of the subject, students will be able to understand the basic concept of entrepreneurship with more realistic examples. They can apply the theoretical knowledge as entrepreneurs with their practical business plan and startup approach.

SUBJECT CONTENTS:

- Concept of Entrepreneurship. Process of Entrepreneurship. Entrepreneurial Motives. Enablers of Entrepreneurial Intentions. Entrepreneurial Competencies. Characteristic Features of Corporate Entrepreneurship. Differences between Entrepreneurship and Intrapreneurship.
- Concept of Social Entrepreneurship. Differences between Normal Entrepreneurs and social Entrepreneurs. Need and Benefits of Social Enterprise. Differences between Social Enterprises and Social Responsibility of Business. Ethical Issues in Entrepreneurship.
- Benefits of Women Entrepreneurship Status of Women Entrepreneurship. Entrepreneurship. Challenges in Women Entrepreneurship. Barriers and Facilitators of Women Entrepreneurship.
- Relationship among Creativity, Innovation and Entrepreneurship. Environmental Scanning for New Venture Creation. Developing Business Plan for New Venture Creation. Market Orientation and Marketing Skills for Entrepreneurs. Marshalling Resources for New Venture Creation.
- Characteristic Features of Family Business. Advantages of Family Business, Problems in Managing Family Business. Global Opportunities for Entrepreneurs.

Suggested Readings:

- Raj Shankar – “Entrepreneurship Theory and practice”. Vijay Nicole Imprints Pvt td, Chennai 2012
- Kuratko. F.D. & Hodgetts.M.R., “Entrepreneurship Theory, Process, Practice (6thed), Thomson South Western Pub, Singapore.
- Desai Vasant , “ Dynamics of Entrepreneurship Development and Management, Himalaya Pub House, Mumbai,2008.
- Khanka,S.S. , “Entrepreneurship Development,” S.Chand and Co.Ltd, New Delhi, Revised Ed, 2012
- Mohanty. S.K., “Fundamentals of Entrepreneurship”, PHI Learning Pvt Ltd, Delhi, 2012.
- Proceedings of EDIs of Xth Biennial Conference on Entrepreneurship, Vol I & II, Bookwell Publishers, Delhi.(2013)



**SUMMER INTERNSHIP
(FT-HR-306)**

OBJECTIVES: The objective of the summer internship program is to encourage the skills development of MBA (Human Resource) students in Human Resource functional areas. To encourage practical thinking and application of management/ functional knowledge.

OUTCOMES: Live direct/ hands-on, on the spot field exposure with the different formats of business organizations. Helpful in developing problem solving approach, innovative thinking in all possible formats of organization, backed-up with improvement in communication and presentation skills as well as appropriate understanding of team work approach.

SUBJECT CONTENTS:

Summer Internship is mandatory to encourage the skills development of MBA Students (in all/any specialized functional area(s)). In order to encourage practical thinking and application of Management knowledge (knowledge of Business Ethics and Social Responsiveness, Critical Thinking Business Analysis, Problem solving and Innovation, Business Environment and Domain Knowledge, Effective Communication Leadership and Team Work), Student shall be required to undertake 6-8 weeks practical training in an Organization (Irrespective Of Size) connected with Industry/Trade or Commerce, NGO, Social Work, any Government body/MSME/SSI/Business/Partnership Firm/ Sole-Proprietor Firm, Startup /Service Sector/Any other type of Private sector organization / Undertaking / Business Enterprise / Franchisee/Business House/Export House etc. The student shall be solely and purely assessed/evaluated only on the basis of performance of presentation based on Practical thinking/ Application of Management Knowledge/ Communication/Negotiation/Managerial skills learnt during training/internship. This Oral Presentation shall constitute as a part of the MBA Full Time III semester examination and shall carry 50 marks. The Assessment/ Evaluation will be done by a Panel of Examiners comprising Head/Director of the Institute and One Internal Faculty to be appointed by the Director of the Institute in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University

The student shall be required to submit a Self Declaration Form certifying his/her of completing the Summer Internship as per the directions stated above. It shall be the sole responsibility of the student as regards truthiness of the Certificate and Institute and Director (Head)/ Faculty of the Institute (Department) shall in no way be responsible for it. If at any stage the Self Declaration given by the candidate is found false/untrue, appropriate measures as provided in the Rules / Regulations of the University shall be taken. If a student fails to undergo the Summer Internship and appear in Presentation, he/she will be awarded ATKT in the above Subject.

In case of special circumstances / natural calamities / pandemic condition, offline / online summer internship / summer internship presentation may also be arranged / conducted subject to the approval of competent authority.



STRATEGIC AND INTERNATIONAL HRM
(FT-HR-401)

OBJECTIVES : The course is designed to explain basic theory of Strategic Human Resource Management and International HRM to examine the issues and problems associated with HRM in a changing environment.

OUTCOMES: Students will develop a strong conceptual / practical understanding of the cultural and related behavioral variables in the HR management of global organization.

SUBJECT CONTENTS:

- Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies, Integrating Human Resources in Strategic Decisions.
- Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint Ventures.
- SHRM in Global Context, International Human Resource Strategies.
- The Environment: Foundation and challenges of International Management, the culture context value systems of some countries, cultural characteristics of business operations across the countries, diversity, managing diversity
- Organizational Structure: The Global View, Basic Organization Structure, Decision making and controlling. Attracting Human Resources : The Global View, Recruitment, Selection of people (Parent country nationals, Host country nationals, Third country nationals)

Suggested Readings :

W.D. Anthony, P.L. Perrewe, K.M. Kacmar, Strategic Human Resource Management, Forthworth, Dryden, 1993.

C. Mabey, G. Salman, and J. Storey, Human Resource Management: A Strategic SApproach, Cambridge, Blackwell, 1998.

Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.

S.C.Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd

Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press

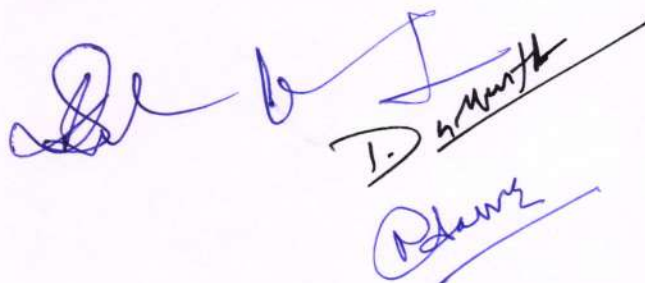
John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999

P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995.

Introduction to the Constitution of India 21st Edition, D.B. Basu

R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.

Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, 2013.



 I. D. S.

COMPENSATION MANAGEMENT (FT-HR-402)

OBJECTIVES : The objective of this subject is to familiarize students with the dynamics of wage and salary administration and current trends in India.



OUTCOMES: Students will be able to understand the compensation management with different laws.

SUBJECT CONTENTS:

- Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.
- Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).
- Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.
- An Overview of Governing Laws relating to latest provisions related to Provident Fund Act, Minimum wages Act; Payment of wages Act; Payment of Bonus Act.
- Current Trends in Compensation and Reward Management.
- Concept of human capital and its implications for compensating human resources
Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
- Designing compensation for Chief Executives, senior managers, knowledge workers etc.

Suggested Readings :

Milkowich, Newman Compensation(SIE), Tata Mcgraw Hill
 Armstrong.&Murlis Reward Management A Handbook of Salary administration. London Kegan Paul
 Bhattacharya, Compensation Management, Oxford Press
 Tapomoy Deb Compensation Management, Excel Books
 Reference Books
 Garry Dessler, Human Resource Management, 11e, Pearson Education
 B D Singh Compensation and Reward Management Excel Books
 Henderson.Compensation Management in a Knowledge Based World New Pearson Edu.



D. M. M. S.
P. S. S.

HRM LEGISLATIVES
(FT-HR-403)

OBJECTIVES: The objective of this subject is to acquaint the students with the various Legal framework (Act) related to Human Resource Management (Employer/ Employee) such as Factory Act, Contract Act, and Minimum Wages Act etc.

OUTCOMES: After completing of the subject, students will be more able to understand the various Acts related to HRM and able to develop HR policies according to these acts.

SUBJECT CONTENTS:

- The Factory Act, 1948. Contract
- Labour Act, 1952.
- The Minimum Wages Act, 1948.
- Payment of Wage Act, 1936.
- Equal Remuneration Act, 1976.
- Payment of Bonus Act, 1965.
- Payment of Gratuity Act, 1972.
- Provident Fund and Miscellaneous Provisions Act, 1952.
- Employees Compensation Act, 1923.
- Employees State Insurance Act, 1948.
- Child Labour Prohibition Act.
- Bonded Labour Prohibition Act.

Suggested Readings :

Ghaiye, B R Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow, Eastern Law Company.

Malhotra, O P. The Law of Industrial Disputes. Vol.I and II. Bombay, N.M. Tripathi.

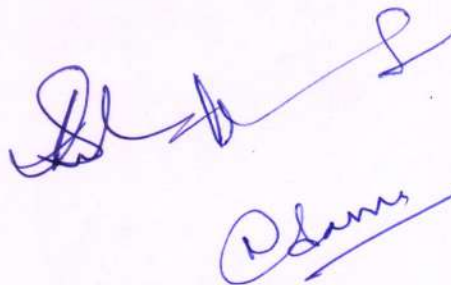
Malik, P L. Handbook of Industrial Law. Lucknow, Eastern Book.

Seth, D.D. Industrial Dispute Act, 1947. Vol.I& II. Bombay.

Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas.

N.D. Kapoor, Mercantile Law, Sultan Chand and Sons, New Delhi.

Mishra L., Case Laws on Industrial Relations, Excei Books, New Delhi



FIELD SURVEY PRESENTATION AND VIVA VOCE
(FT-HR-404)

The student will be required to make detailed survey on the topic related to Media Management. This will be Field Survey and may consist of Working in and On Any Business/Non Business Organization, Study of Phenomenon, Related topic and survey. After completion of the Field Survey, the student is required to make presentation of the Field Survey done. The survey presentation will be presented for assessment before the Assessment Committee consisting of a Panel of Head of Department and One Internal Faculty in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University, in case of All Affiliated Colleges of the University.

COMPREHENSIVE VIVA-VOCE
(FT-HR-405)

OBJECTIVE: To assess the theoretical/ conceptual as well as personality based communication skills/ behavioral competence of the students, so as to evaluate the subjects taught in the entire two year program.

OUTCOME: Extensively beneficial in the assessment of students' decision making skills, interview skills, and face to face effective communication skills and understanding their domain knowledge testing. Helpful in encouraging their application testing abilities of theory with conceptual clarity.

The Comprehensive Viva-Voce Examination would assess the theoretical, practical as well as behavioral competence of the candidate. The evaluation is panoramic covering the subjects taught in the entire two-year program to examine the managerial skills the candidate is supposed to possess.

The Assessment/ Evaluation will be done by a Panel of Examiners comprising Head/Director of the Institute and One Internal Faculty to be appointed by the Director of the Institute in case of University Department and Head/Director of the Institute and One External Examiner to be appointed by the Examination Committee of the University

In case of special circumstances / natural calamities / pandemic condition, offline / online Comprehensive viva-voce may also be arranged / conducted subject to the mutual consent of external examiner / internal examiner, as per directives issued time to time.