

**L. N. MISHRA INSTITUTE OF ECONOMIC
DEVELOPMENT AND SOCIAL CHANGE,
PATNA**



**SYLLABUS
for
MASTER OF HUMAN RESOURCE
MANAGEMENT (MHRM) PROGRAMME**

Based on

**Choice Based Credit System (CBCS)
(2020-2022 onwards)**

www.lnmipat.ac.in

L. N. Mishra Institute of Economic Development and Social Change, Patna

Teaching Pedagogy:

Lectures, Presentation, Case Study, Video, Simulation, and Group Activities.

Introduction to Choice Based Credit System (CBCS):

The CBCS provides an opportunity to the students for choosing the courses from the prescribed list of courses comprising the core, elective/minor or skill-based courses. The courses can be evaluated on the basis of grading system, which is considered to be better than the conventional marking or evaluation system. Grading system provides uniformity in the evaluation and computation of the **Cumulative Grade Point Average (CGPA)** based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables the potential employers to assess the performance of the candidates.

Basic connotation of various terms commonly used in Choice Based Credit System CBCS:

Academic Program - means an entire course of study comprising its program structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/Centre.

Course - means a segment of a subject that is part of an Academic Program.

Program Structure - means a list of courses (Core, Elective, Practical, Project, etc.) that makes up an Academic Program, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes.

Core Course - means a course that a student admitted to a particular program must successfully complete to receive the degree and which cannot be substituted by any other course.

Elective Course - means an optional course to be chosen or selected by a student out of such courses offered in the same or any other Department/Centre.

Credit - means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical class could be proposed as part of a course or as a separate practical course.

SGPA - means **Semester Grade Points Average** calculated for the courses of a particular semester.

CGPA - is **Cumulative Grade Points Average** calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

Grand CGPA - is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters.

Conversion of Marks into Grades

In each course, numeric scores will be awarded to both the evaluation components: Internal Assessment and End-semester Examination. Internal assessment score will be based on the average of the numeric scores of the various components such as quizzes, assignments, class participation, discipline, etc. The total score in a paper is obtained by adding the internal assessment marks and the End-semester Examination marks. The total score obtained in a paper is converted to a letter grade on the basis of the grading scale given below:

Marks	Grade	Grade Points
90+	A+	10
80+	A	9
70+	B	8
60+	C	7
50+	D	6
40+	P	5
	F	0

Grade Points: To be considered on the basis of the grading scale table given above.

CWP (Credit Weightage Point) = Grade Point x Credit Point

SGP (Semester Grade Point) = \sum CWP

SGPA (Semester Grade Point Average) = $\frac{\sum \text{CWP}}{\sum \text{Credit Points}}$

CGPA (Cumulative Grade Point Average) = $\frac{\sum \text{SGP}}{\sum \text{Credit Points}}$

MHRM (Two-Year Full-Time) Program Details:

The Master of Human Resource Management is a full time Program of two years and each year consists of two semesters which are given in the table below.

Years	Semester - Odd	Semester- Even
First Year	Semester - I	Semester - II
Second Year	Semester - III	Semester - IV

Course Credit Scheme:

Semester	Core Courses			Elective Course			Total Credits of the Program
	No. of papers	Credits of each paper	Total Credits	No. of papers	Credits	Total Credits	
I	8	4	32	0	NA	NA	32
II	8	4	32	0	NA	NA	32
III	6	4	24	2	4	8	32
IV	6	4	24	2	4	8	32
Total Credits for the Course	28		112	4		16	128

Note: 10 Hours = 1 Credit

- For each Core and Elective Course, there will be four (4) lecture hours of teaching per week.
- Duration of examination of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 marks for internal assessment.

Semester I					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – I.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MHRM - 20/I/CC-01	4	NA	NA	4
2	MHRM - 20/I/CC-02	4	NA	NA	4
3	MHRM - 20/I/CC-03	4	NA	NA	4
4	MHRM - 20/I/CC-04	4	NA	NA	4
5	MHRM - 20/I/CC-05	4	NA	NA	4
6	MHRM - 20/I/CC-06	4	NA	NA	4
7	MHRM - 20/I/CC-07	4	NA	NA	4
8	MHRM - 20/I/CC-08	4	NA	NA	4
Total credits in core courses		32			32
Semester II					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – II.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MHRM - 20/II/CC-01	4	NA	NA	4
2	MHRM - 20/II/CC-02	4	NA	NA	4

3	MHRM - 20/II/CC-03	4	NA	NA	4
4	MHRM - 20/II/CC-04	4	NA	NA	4
5	MHRM - 20/II/CC-05	4	NA	NA	4
6	MHRM - 20/II/CC-06	4	NA	NA	4
7	MHRM - 20/II/CC-07	4	NA	NA	4
8	MHRM - 20/II/CC-08	4	NA	NA	4
Total credits in core courses		32			32
Semester III					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – III.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MHRM - 20/III/CC-01	4	NA	NA	4
2	MHRM - 20/III/CC-02	4	NA	NA	4
3	MHRM - 20/III/CC-03	4	NA	NA	4
4	MHRM - 20/III/CC-04	4	NA	NA	4
5	MHRM - 20/III/CC-05	4	NA	NA	4
6	MHRM - 20/III/CC-06	4	NA	NA	4
Total credits in core courses		24			24
Sl. No.	Number of Elective Course with code to be offered in SEMESTER – III.	Credits in each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
2	Elective course 2	4	NA	NA	4
Total credits in elective courses		8			8
Semester IV					
Sl. No.	Number of Core Courses with code to be offered in SEMESTER – IV.	Credits in each core course			
		Theory	Practical	Tutorial	Credits
1	MHRM - 20/IV/CC-01	4	NA	NA	4
2	MHRM - 20/IV/CC-02	4	NA	NA	4
3	MHRM - 20/IV/CC-03	4	NA	NA	4
4	MHRM - 20/IV/CC-04	4	NA	NA	4
5	MHRM - 20/IV/CC-05	4	NA	NA	4
6	MHRM - 20/IV/CC-06	4	NA	NA	4
Total credits in core courses		24			24
Sl. No.	Number of Elective Course with code to be offered in SEMESTER – IV.	Credits in each elective course			
		Theory	Practical	Tutorial	Credits
1	Elective course 1	4	NA	NA	4
2	Elective course 2	4	NA	NA	4
Total credits in elective courses		8			8

Program Objectives (POs):

With the vision “to nurture the young brains, to make them better employable and socially responsible citizens by encapsulating them with the right set of knowledge for a better tomorrow”. In the backdrop of the Institute vision and mission, MHRM program aims to:

- provide a conducive environment that holistically engages students through an all-encompassing knowledge impartation and comprehensive practical applications.
- shape students into future visionaries and management leaders that are benevolent yet efficacious, versed in the leading business and human resource practices of the world and equipped to the hilt to implement themselves and adapt to the mutable global business environment.
- offer a deep dive into various facets of human resources management and organizational development by integration of cross-cutting issues relevant to gender, environment and sustainability, human values, professional ethics into curriculum through incorporation of relevant topics.
- provide students with the opportunity to develop and broaden their management and leadership skills.
- develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today’s business and societal challenges.

In the new structure, the concept of electives has been introduced for the first time and the contents of the existing course have been revised in terms of including new and relevant topics such as application of analytical tools in understanding the employee behavior via HR Analytics, Digital Marketing in E-business, alignment of strategy, technology and human resource management in facilitating management of knowledge, meaning and grand narrative of life, leverage psychological capital, role of society and technology in life, contemporary leadership practices, ethical codes and value system in the work culture etc.

To better facilitate the self- study of the course by the student, the suggestive readings are provided for each units of the concerned course. In addition, the course has been designed in line with outcome-based approach which requires specification of Course Objectives and Course Learning Outcomes.

Program Learning Outcomes (PLOs):

MHRM Program is mainly oriented towards professional augmentation taking place in the global as well as domestic business arena and the curriculum thus intends to reduce the gap between industry and academia, with the right blend of theory and practice, furthering students to nurture their talent for becoming good leaders and assets for an organization. Students shall gain an in-depth knowledge and analytical skills which will enable them to effectively and efficiently carry out various human resource and organizational development operations of an organization in the emerging globalized environment. Therefore, the faculty strives to achieve the following learning outcomes from MHRM program:

PLO1: Helps students in becoming highly adept to Human Resource Managers.

PLO2: Helps students explore the practical application of the management concepts especially related to Human Resource Management Concepts.

PLO3: Empowers students in developing their capability to do creative innovation and the ability to execute the same in organizational situations.

PLO4: Helps students create synergies amongst the most diverse set of variables and their ability to continuously learn, improvise, adapt, energize, excel and grow.

PLO5: Encourages students on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.

PLO6: Provides a strong analytical foundation in key functional areas especially Human Resource Management as well as a high degree of academic flexibility, thereby enabling them to take up leadership roles in future.

PLO7: Inculcate respect for diversity, sensitivity towards societal needs and ethical attitude.

Semester wise Details of MHRM (Full-Time) Course

FIRST YEAR:

The schedule of First Year shall comprise of two semesters: Semester I and Semester II. The schedule of papers during the first year of the program shall be as follows:

List of Core Courses for Semester – I (All are compulsory)

SEMESTER – I: MHRM - 20/I/01 to MHRM - 20/I/08

MHRM - 20/I/CC-01: BUSINESS COMMUNICATION

MHRM - 20/I/CC-02: ORGANIZATIONAL BEHAVIOUR

MHRM - 20/I/CC-03: STATISTICAL METHODS FOR DECISION MAKING

MHRM - 20/I/CC-04: ECONOMICS FOR MANAGERS

MHRM - 20/I/CC-05: LEGAL FRAMEWORK FOR BUSINESS

MHRM - 20/I/CC-06: HUMAN RESOURCE MANAGEMENT

MHRM - 20/I/CC-07: ACCOUNTING FOR MANAGERS

MHRM - 20/I/CC-08: MARKETING MANAGEMENT

List of Core Courses for Semester – II (All are compulsory)

SEMESTER – II: MHRM - 20/II/01 to MHRM - 20/II/08

MHRM - 20/II/CC-01: HUMAN RESOURCE DEVELOPMENT

MHRM - 20/II/CC-02: HUMAN RESOURCE INFORMATION SYSTEM

MHRM - 20/II/CC-03: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT

MHRM - 20/II/CC-04: LABOUR AND SOCIAL SECURITY LAWS

MHRM - 20/II/CC-05: MANAGEMENT OF HUMAN CAPITAL

MHRM - 20/II/CC-06: FINANCE FOR MANAGERS

MHRM - 20/II/CC-07: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

MHRM - 20/II/CC-08: SOCIAL RESEARCH METHODS

Summer Internship Project:

On completion of the first two semesters in the first year and before the commencement of the third semester in the second year, a student is required to undergo summer training in an organization. A

project report based on the summer internship shall be submitted within four weeks from the commencement of the third semester.

SECOND YEAR:

The schedule of Second Year shall comprise of two semesters: Semester III and Semester IV. The schedule of papers during the second year of the program shall be as follows:

SEMESTER – III: MHRM - 20/III/CC-01 to MHRM - 20/III/CC-06 & 2-elective papers to be chosen by the students from the list of optional papers.

During Semester III of the program, in addition to the **six** compulsory papers, a student shall have to choose **two** elective courses from the list of optional papers announced at the beginning of Semester III. Compulsory papers and elective papers are listed below.

List of Core Courses for Semester – III (All are compulsory)

MHRM - 20/III/CC-01: SUMMER INTERNSHIP PROJECT

MHRM - 20/III/CC-02: ORGANIZATIONAL CHANGE AND DEVELOPMENT

MHRM - 20/III/CC-03: LEARNING AND DEVELOPMENT

MHRM - 20/III/CC-04: MANAGEMENT OF INDUSTRIAL RELATIONS

MHRM - 20/III/CC-05: COMPENSATION MANAGEMENT

MHRM - 20/III/CC-06: NEGOTIATIONS AND UNION MANAGEMENT RELATIONS

List of Elective Courses for Semester - III (Select Any Two)

MHRM - 20/III/EC-01: KNOWLEDGE MANAGEMENT

MHRM - 20/III/EC-02: LIFE SKILLS AND COMMUNICATION

MHRM - 20/III/EC-03: MERGERS AND CORPORATE RESTRUCTURING

MHRM - 20/III/EC-04: FINANCIAL PLANNING

MHRM - 20/III/EC-05: E-BUSINESS AND DIGITAL MARKETING

SEMESTER – IV: MHRM - 20/IV/CC-01 to MHRM - 20/IV/CC-06 & 2-elective papers to be chosen by the students from the list of optional papers.

During Semester IV of the program, in addition to the **six** compulsory papers, a student shall have to choose **two** elective courses from the list of optional papers announced at the beginning of Semester IV. Compulsory papers and elective papers are listed below.

List of Core Courses for Semester – IV (All are compulsory)

MHRM - 20/IV/CC-01: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MHRM - 20/IV/CC-02: STRATEGIC HUMAN RESOURCE MANAGEMENT

MHRM - 20/IV/CC-03: **HR** - ANALYTICS

MHRM - 20/IV/CC-04: MANAGING INNOVATION AND TRANSFORMATION

MHRM - 20/IV/CC-05: MANAGING HUMAN RESOURCES IN SMEs/START-UPS

MHRM - 20/IV/CC-06: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY

List of Elective Courses for Semester - IV (Select Any Two)

MHRM - 20/IV/EC-01: INDIAN ETHOS AND LEADERSHIP

MHRM - 20/IV/EC-02: MANAGING DIVERSITY

MHRM - 20/IV/EC-03: E-BUSINESS AND CYBER LAWS

MHRM - 20/IV/EC-04: SKILLS AND TECHNIQUES OF ACCOUNTING

MHRM - 20/IV/EC-05: SALES FORCE MANAGEMENT

Selection of Elective Courses:

1. Options for Elective Courses will be floated according to availability of faculty and minimum number of students opting for a particular course.
2. Students will be asked to select the option for an Elective course at the beginning of Semester III and Semester IV.

Course Wise Content Details for Master of Human Resource Management (MHRM) Program:

SEMESTER - I

MHRM - 20/I/CC-01: BUSINESS COMMUNICATION

Course Objectives:

The aim of the course is to develop skills and competencies of students to become able to communicate effectively through written, oral and social medium. This course will make participants conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. The pedagogical focus of the course will be lecture cum workshop-based format with emphasis on practice and skills development.

Course Learning Outcomes:

CLO 1: Understanding the role of communication in the organizational and Global Context

CLO 2: Understanding the basics of effective written and verbal communication

CLO 3: Understanding the theoretical models of communication and development in communication research

CLO 4: Analyzing one's own communication style in different contexts and mediums

CLO 5: Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Course Contents:

Unit I: Communication in Organizations

Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

Unit II: Written Communication

Planning and executing different types of messages, writing reports, proposals and Business plans, Improving personal writing skills

Unit III: Interpersonal Communication

Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

Unit IV: Cross Cultural Communication

Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures

Unit V: Career management and communication

Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication.

Text Books:

1. P. D. Chaturvedi and Mukesh Chaturvedi: *Fundamentals of Business Communication*, Pearson Education.
2. Neera Jain and Shoma Mukherji: *Effective Business Communication*, McGraw Hill.
3. Kelly M. Quintanilla and Shawn T. Wahl: *Business and Professional Communication - KEYS for Workplace Excellence*, Sage Publications.

Suggested Readings:

1. Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2nd ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997). *Effective Business Communication* (7th Revised ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V., & Raina, R.L. (2016). *Business Communication Today* (11th ed.). Pearson
4. Mukerjee, H. S. (2012). *Business Communication* (2nd ed.). New-Delhi: Oxford University Press
5. Post Emily. (2005). *The Etiquette Advantage in Business* (2nd ed.). New York: Collins.
6. Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

MHRM - 20/I/CC-02: ORGANIZATIONAL BEHAVIOUR

Course Objectives:

The objective of the course is to help participants develop an understanding of the basic management concepts and behavioral processes in organizations which are essential for them to adapt to the changing corporate culture.

Course Learning Outcomes:

CLO 1: Understanding the concept of organizational behavior and management.

CLO 2: Developing an understanding of managerial functions, skills and roles

CLO 3: Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions

CLO 4: Understanding the basic process of interpersonal relationship

CLO 5: Understanding how managers can use the models to enhance motivational levels of employees

CLO 6: Understand the concept of stress and learn to manage it

CLO 7: Understanding the behavioral approach to Managerial decision-making

CLO 8: Develop an understanding of teams and groups in organizations

CLO 9: Understanding the process of leadership

CLO 10: Understanding the various organization structures and their usefulness.

Course Contents:

Unit I: Introduction to Organizational Behavior and Management. Management Functions, Skills and Roles.

Unit II: Introduction to Individual Behavior: Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions.

Unit III: Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window.

Unit IV: Motivation at Work: Introduction, Content Models of Motivation, Process Models of Motivation, Use of Motivation

Unit V: Leadership and followership: Introduction, Trait, Behavioral and Contingency Approaches to leadership, Transactional and Transformational leadership

Unit VI: Work teams and Groups: Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think and Risky Shift

Unit VII: Decision Making: Introduction, Types of Decision, Process of Decision, Individual and Group Decision Making Models

Unit VIII: Stress and Well-being at work: Introduction, Sources, and Reaction.

Unit IX: Organization Structure and Design.

Text Books:

1. Stephen P. Robins, Timothy A. Judge, & Niharika Vohra: *Organizational Behavior*, Pearson, New Delhi.
2. Jai B. P. Sinha: *Culture and Organizational Behavior*, Sage Publication.
3. Fred Luthans: *Organizational Behavior*, McGraw Hill Education.
4. S. S. Khanka: *Organizational Behavior, (Text and Cases)*, S. Chand.

Suggested Readings:

1. Luthans, F. (2015). *Organizational Behavior: An Evidence Based Approach* (13th ed.). McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016). *ORGB: A South Asian Perspective* (2nd ed.). Cengage Learning India Pvt. Ltd.
3. Nelson, D L, Quick, J.C., & Khandelwal. P, (2013). *Organizational Behavior: A South Asian Perspective* (7th ed.). Cengage Learning India Pvt. Ltd.
4. Pareek, U. and Khanna, S. (2016). *Understanding Organizational Behavior* (4th ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behavior* (16th ed.). New Delhi: Pearson Education.
6. Singh, K. (2015). *Organizational Behavior: Text and Cases* (3rd ed.). New Delhi: Vikas Publication.

MHRM - 20/I/CC-03: Statistical Methods for Decision Making.

Course Objectives:

The objective of the course is to make the students familiar with basic statistical techniques and their applications. Data collection, presentation and analysis are important for decision making. Students should possess the skills to extract actionable information from data and apply them. This introductory course will equip students with such skills.

Course Learning Outcomes:

CLO 1: Know different sources of data

CLO 2: Ability to summarize and present data to a diverse audience

CLO 3: Understand and use sampling and inferential statistics

CLO 4: Ability to use spreadsheet software for data analysis and statistical model building

CLO 5: Learn management science tool linear and integer programming

CLO 6: Identify opportunities for application of management science tools

CLO 7: Ability to build and solve linear programming models using spreadsheet software.

CLO 8: Develop critical thinking and problem-solving skills.

Course Contents:

Unit I: Statistics: An Overview – Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and Scope of Statistics (especially in Business Management).

Unit II: Fundamentals of Probability – Concept and Definition of Probability, counting rules for determining the number of outcomes, Rules of Probability and Algebra of events. Probability tree diagram, The Bayes' Theorem.

Unit III: Probability Distributions – Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable. Discrete probability distributions – Binomial and Poisson. Continuous probability distributions – Normal, Approximation of Binomial and Poisson distribution of normal distribution.

Unit IV: Statistical Decision Theory – Steps in decision theory approach. Types of decision-making environments, Decision making under uncertainty, Decision making under risk. Posterior possibilities and Bayesian analysis, Decision tree analysis.

Unit V: Measure of Central Tendency- Objectives of averaging, Requisites of measure of central tendency. Mathematical averages – Arithmetic Mean (Simple and weighted), geometric mean, harmonic mean. Averages of position – Median and Mode. Partition values – Quartiles, Deciles, and Percentiles. Relationship between Mean, Median, and Mode. Comparisons between measures of central tendency.

Unit VI: Measure of Dispersion – Significance of measuring dispersion (Variation). Classification of measure of dispersion. Distance measures – Range and Interquartile range or deviation. Average deviation measures – Mean absolute deviation, Variance and standard deviation. Chebyshev's Theorem. Coefficient of variation. Skewness, Moments, and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.

Unit VII: Importance of Index Numbers in Business Studies: Different methods of constructing

Price and Quality Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

Unit VIII: Analysis of Time Series: Components of a Time Series. Determination of secular trend and Seasonal variations in business data. Least Squares method as a tool for Forecasting.

Unit IX: Test of Significance and its Designing – Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.

Unit X: Tests of Variables and Proportions – Student's 't-test' in small samples. Application of X^2 test. Testing of Coefficients of Correlation. Analysis of Variance. Latin Square Design.

Unit XI: Correlation and Regression Analysis: Karl Pearson's Coefficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

Text Books:

1. Alan Bryman & Emma Bell: Business Research Methods, Oxford University Press
2. Donald R. Cooper & Pamela S. Schindler: Business Research Methods. Tata McGraw Hill Education
3. Mark Saunders, Philip Lewis, & Adrian Thornhill: Research Methods for Business Students, Pearson Education, India.
4. Levin R. I. & Rubin D. S.: Statistics for Management, PHI, New Delhi.
5. Davis & Pecar: Business Statistics using Excel, Oxford University Press.
6. Sharma J. K.: Business Statistics, Pearson, New Delhi.
7. Beri: Statistics for Management, TMH, New Delhi.
8. Gupta S. P. & Gupta M. P.: Business Statistics, S. Chand & Sons, New Delhi.

Suggested Readings:

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). *Complete Business Statistics* (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). *Business Analytics: Data Analysis and Decision Making* (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12th ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An Introduction to Management Science: Quantitative Approaches to Decision Making* (13th ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.
7. Stine, R.E., & Foster, D. (2013). *Statistics for Business: Decision Making and Analysis* (2nd ed.). India: Pearson Education.

MHRM – 20/I/CC-04: ECONOMICS FOR MANAGERS

Course Objective:

The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To describe the nature and scope of managerial economics, demand analysis and firm and its organization.

CLO2: To learn the techniques of production function, cost analysis and forms of market.

CLO3: To apply the pricing techniques to determine the price of factors of production.

CLO4: To apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.

CLO5: To describe the trade cycles in the open economy and exchange rate determination.

Course Contents:

Section A: Firm and Market

Unit I- Demand and the Firm: Nature and scope of managerial economics, principles of managerial economics, demand function; Determinants of demand; Elasticity of demand – price, income and cross elasticity, demand estimation, demand forecasting; Supply function; Firm and its organization: nature of the firm and types of organizations; The corporation- ownership and control.

Unit II-Production, Cost and Market Forms: Production function; Concept of productivity and technology; Production with one variable input, Returns to scale; Production with two variable inputs; Isoquants, ridge lines, isoclines; Producer's equilibrium; Cost function- Classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long-run cost functions; Market forms- shapes of AR, MR curve and their relationship in different market forms; Perfect competition; Market imperfections–monopoly, monopolistic, collusive oligopoly and price discrimination.

Unit III-Pricing: Pricing practices; Commodity pricing- economics of advertisement costs; Types of pricing practices; Factor pricing- demand and supply of factor of production; Collective bargaining; Concept of rent, profit, interest- rate of return and interest rates; Real vs. nominal interest rates; Basic capital theory–interest rate and return on capital; Measurement of profit.

Section B: Macroeconomic environment

Unit IV- National Income Accounting and Macro-Economic Markets: National Income Accounting; Measuring the cost of living; Unemployment and inflation; Product market and financial market.

Unit V- Trade Cycles and the Open Economy: Economic fluctuations and business cycle; Open

economy macroeconomics; Determination of exchange rate; Purchasing power parity; Fixed and flexible exchange rate.

Suggested Readings (Unit wise)

Dominick, S. (2014). *Managerial Economics A Global Economy*. McGraw Hill Inc., Princeton.

Unit(s) - I, II, and III

Dornbusch, R. & Stanley, Fisher (2012). *Macroeconomics*. New York: McGraw Hill

Unit(s) - IV and V

Koutsoyiannis, A. (2008). *Modern Micro Economics*. Macmillian Press Ltd.

Unit(s) - I, II, and III

Mankiw, N. Gregory (2016). *Macro Economics*. Macmillan.

Unit(s) - IV and V

Samuelson, Paul A. & Nordhaus, William D. (2010). *Economics*. (Indian adaptation by Sudip Chaudhuri and Anindya Sen). Tata McGraw Hill.

Unit(s) - I, II, and III

Note: Latest edition of the readings may be used. Latest and relevant case studies to be used.

MHRM – 20/I/CC-05: LEGAL FRAMEWORK FOR BUSINESS

Course Objective:

To acquire knowledge and understanding of major business, commercial and economic laws.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To create premise and clear understanding for legal aspects of contracts.

CLO2: To equip the students about the knowledge of legitimate rights and obligations under The Right to Information Act.

CLO3: To provide comprehensive knowledge about the establishment and functioning of trust and societies form of business.

CLO4: To initiate start-ups and entrepreneurial ventures independently.

CLO5: To provide insights into company proceedings under Companies Act, 2013 and their inferences thereof.

Course Contents:

Unit I- Law Relating to Contract: Meaning and essentials of a valid contract; Legality of objects; Special contracts (Indemnity and guarantee, Bailment and Pledge, Law of Agency); Contract of Sale; Conditions and warranties; Transfer of ownership of goods including sale by non-owners; E-Contracts.

Unit II – Law Relating to LLP: Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, partnership and a company; LLP agreement; Nature of LLP; Partners and designated partners; Incorporation document; Incorporation by registration; Registered office of LLP and change therein; Change of name; Partners and their relations; Extent and limitation of liability of LLP and Partners; Whistle-Blowing; Contributions; Financial disclosures, annual return, taxation of LLP; Conversion to LLP; Winding up and dissolution.

Unit III- Law Relating to Information: Right to Information Act, 2005- Definitions; Right to Information; Obligations of public authorities; Request for obtaining information; Disposal of request; Exemption from disclosure of information; Grounds for rejection to access in certain cases; Severability; Central information commission- its constitution, term of office, conditions of service and removal; Powers and functions of information commissions; Appeals and penalties.

Unit IV- Law Relating to Competition and Consumer Protection: Concept of competition; Competition Act, 2002 - Anti competitive agreements; Abuse of dominant position; Combination, regulation of combinations; Competition Commission of India; Compliance of Competition Law; Consumer Protection Act, 1986- Consumer Protection in India; Rights of Consumers; Consumer disputes redressal agencies.

Unit V- Laws Related to Company Proceedings under The Companies Act 2013: Types of companies; Formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; Memorandum of association; Articles of association; National Company Law Tribunal, bankruptcy and winding up of company.

Suggested Readings (Unit wise)

Bare Act on Right to Information Act

Unit(s) - III

Bhandari, Munish (2003). *Professional Approach to Corporate Laws and Practice*. New Delhi: Bharat Law House.

Unit(s)-V

Lee, Reach (2014). *Business Laws*. UK: Oxford University Press.

Unit(s) - I

Sharma, J. P. (2018). *Corporate Laws*. New Delhi: Ane Books Pvt. Ltd.

Unit(s) - V

Sharma, J. P. & Kanojia, S. (2016) *Business Laws*. New Delhi: Bharat Law House Ltd.

Unit(s) - I, II

Singh, Avtar (2008). *The Principles of Mercantile Law*. Lucknow: Eastern Book Company.

Unit(s)-I

Additional Readings

Bare Act on Competition Law, Consumer Protection Law

MHRM – 20/I/CC-06: HUMAN RESOURCE MANAGEMENT

Course Objective:

The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand HRM and the role of HRM in effective business administration.

CLO2: To understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.

CLO3: To understand the role of recruitment and selection in relation to the organization's business and HRM objectives.

CLO4: To understand job-based compensation scheme and performance management system and appraisals.

CLO5: To recognize the emerging horizons of HRM and also enduring international Human Resource Management, e-HRM, HRIS.

Course Contents:

Unit I- Introduction: Conceptual foundations; Human aspect of management; Human resource management- concept, scope and importance; Competencies of HR manager- employer branding and competency mapping; Changing role of HRM- workforce diversity, technological change, restructuring and rightsizing, empowerment; TQM; Management of ethics.

Unit II- Human Resource Planning, Job Analysis, and Job Design: Assessing human resource requirements; Human resource forecasting; Work load analysis; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

Unit III- Recruitment, Selection, Training, and Development: Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and induction; Job changes- Transfers, Promotions, and Separations; An overview of training and development; Emerging trends in recruitment, selection, and development.

Unit IV- Compensation Management, Performance Appraisal, and Audit: Compensation management- Job evaluation, base compensation and supplementary compensation; Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods- MBO, 360-degree appraisal, 720-degree appraisal, behaviorally anchored rating scale, balanced scorecard; Potential appraisal.

Unit V- Emerging Horizons of HRM: International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System); Human resource audit; Contemporary issues in human resource management- moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

Suggested Readings (Unit wise)

D' Cenzo, David A., Stephen P. Robbins & Susan L. Verhulst (2012). *Human Resource*

Management.

New Delhi: John Wiley and Sons.

Unit(s) - I, II

Dessler, Garry (2012). *Human Resource Management*. Prentice Hall of India.

Unit(s) - I, II, III, IV

Dowling, Peter J., Festing M., & Engle A.D. (2013). *International Human Resource Management*. Cengage Learning.

Unit(s) - V

Gooderham, P. N., Nordhaug, O. & Ringdal, K. (1999). Institutional and rational determinants of organizational practices: Human resource management in European firms. *Administrative Science Quarterly*, 44(3), 507-531.

Unit(s) - V

Ian, Beardwell, Len, Holden & Tim Claydon (2004). *Human Resource Management: A Contemporary Approach*. Prentice Hall.

Unit(s) - I, IV

Jiang, K., Lepak, D. P., Hu, J. & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264-1294.

Unit(s) -III

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2016). *Fundamentals of human resources management*.

Unit(s) - III, IV

Oldroyd, J. B. & Morris, S. S. (2012). Catching falling stars: A human resource response to social capital's detrimental effect of information overload on star employees. *Academy of Management Review*, 37(3), 396-418.

Unit(s) - I

Rao, V. S. P. (2010). *Human resource management: Text and cases*. Excel Books.

Unit(s) - I, II, V

Root, L. S. & Young Jr, A. A. (2011). Workplace flexibility and worker agency: Finding short-term flexibility within a highly structured workplace. *The Annals of the American Academy of Political and Social Science*, 638(1), 86-102.

Unit(s) - IV

Tilcsik, A. (2014). Imprint–environment fit and performance: How organizational munificence at the time of hire affects subsequent job performance. *Administrative Science Quarterly*, 59(4), 639-668.

Unit(s) -II

Note: Latest edition of the readings may be used.

MHRM – 20/I/CC-07: ACCOUNTING FOR MANAGERS

Course Objective:

To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand the fundamental concepts and principles of financial accounting and apply in business activities using accounting software.

CLO2: To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.

CLO3: To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.

CLO4: To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.

CLO5: To make various types of budgets at organizational level for cost control and efficiency.

Course Contents:

Unit I- Financial Accounting: An introduction- meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Accounting concepts and principles; Accounting equation, capital and revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS). **Accounting Process using Accounting Software:** journals, ledger accounts, trial balance; financial statements including corporate entities.

Unit II- Financial Statement Analysis: Analyzing financial statements through ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital structure; Activity analysis ratios; Coverage ratios; Limitations of ratio analysis; Analytical comparative statement; Cash flow statement.

Unit III- Introduction to Cost Accounting: Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost Centre; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; A brief introduction on methods of costing (theory); Cost control and cost reduction.

Unit IV- Cost Volume Profit Analysis: Marginal cost statement/equation; P/V ratio; Break Even Point (BEP); Break Even Chart; Margin of Safety; Decisions relating to key factor, price fixation, export order, make or buy, deletion or addition to product/services, sell or process further, continue or shut down, etc.

Unit V- Budgeting and Budgetary Control: Basic concepts of budgeting; Preparation of functional budgets, and master budget, and flexible budgets; Responsibility accounting and divisional performance.

Note: Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment. Further, for analysis published corporate

reports may be used.

Suggested Readings (Unit wise)

Atkinson, Anthony A., Banker, Rajiv D., Kaplan, Robert & Young, S. Mark (2001). *Management Accounting*. Prentice Hall.

Unit(s) – IV

Colin, Drury (2001). *Management and Cost Accounting*. Thomas Learning.

Unit(s) – III

Garison, R.H. & Noreeb, E W. (2000). *Managerial Accounting*. McGraw Hill Education.

Unit(s) – IV

Goldwin, Alderman & Sanyal (2016). *Financial Accounting*. Cengage Learning.

Unit(s) – I

Horngren, Charles T. (1998). *Introduction to Management Accounting*. Prentice Hall of India.

Unit(s) – V

Horngren (2013). *Introduction to Financial Accounting*. Pearson Accounting.

Unit(s) – I

Lal, Jawahar (2016). *Advanced Management Accounting, Text and Cases*. New Delhi: S. Chand & Company

Unit(s) – V

Marry, Buffett & Clark, David (2011). *Interpretation of Financial Statement – Companies with durable Competitive Advantage*.

Unit(s) – II

Note: Latest edition of the readings may be used.

MHRM – 20/I/CC-08: MARKETING MANAGEMENT

Course Objective:

The course aims to develop among the students the underlying concepts, strategies and issues involved in the marketing of products and services and also trends emerging in marketing.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To become familiar with the fundamentals of marketing to enable them to take better marketing decisions.

CLO2: To observe and understand the nuances and complexities involved in various product and pricing decisions.

CLO3: To develop the skills needed to take better distribution decisions and also to critically analyze the Promotion-Mix and design advertising campaigns.

CLO4: To understand the role of service marketing and adapt the customer relationship management system for taking better marketing decisions.

CLO5: To explore the emerging trends in marketing for enabling those to take proactive measures while taking marketing decisions.

Course Contents:

Unit I- Introduction: Market and marketing- definition; Nature, scope and importance of marketing; The exchange process; Functions of marketing; Core marketing concepts; Company orientation towards the market place- Production concept, product concept, selling concept, marketing concept, holistic marketing concept; Selling vs. marketing; Marketing mix (7 P's & 7 C's); 4 A's of marketing; Michael E. Porter Value Chain Analysis Model.

Marketing environment: Analyzing macro marketing environment– PESTLE model; Impact of micro and macro marketing environment on marketing decisions.

Buyer behavior: Different consumer roles; Need for studying buyer behavior; Different buying motives; Consumer vs. business buying behavior; Consumer buying decision process and influences; Industrial buying process.

Market segmentation: characteristics of a segment; Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.

Unit II- Product and Pricing Decision: Product- concept and classification; Layers of products; Major product decisions; Product-mix; New product development stages; Product Life Cycle (PLC) – concept and marketing strategies for different life cycle stages; Packaging and labeling; Pricing – objectives, price-sensitivity; Factors affecting price of a product; Steps in setting price, pricing methods and strategies; Ethical issues concerning products and pricing decisions.

Unit III– Distribution and Promotion Decisions: Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions.

Promotion Decisions- Meaning and importance of promotion; Promotion-mix; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated marketing communications – concept and importance; Developing and implementing promotional program; Ethical issues concerning distribution and promotion decisions.

Unit IV- Services Marketing: Concept, nature and classification of services; Characteristics of services and their marketing implications; Managing service quality. Customer Relationship Management: concept, nature and relevance of CRM and e-CRM in the globalized economy; Dimensions of CRM from the perspective of internal and external customers; Developing and managing relationship.

Unit V- Trends in Marketing: Social media marketing; Green marketing; Internal marketing; Socially responsible marketing; Cause relating marketing; Social marketing; Other emerging trends.

Readings (Unit wise)

Kotler, P. & Keller, K. L. (2017). *Marketing Management*. Pearson.

Unit(s) - I, II, III, IV and V

McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hills Education.

Unit(s) - I, II, and III

Additional Readings

Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). *Marketing Concepts and Cases*. Tata McGraw Hill.

Note: Latest edition of the readings may be used.

Semester II

MHRM – 20/II/CC-01: HUMAN RESOURCE DEVELOPMENT

Course Objective:

The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of theories and practices of HRD.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To build an understanding and perspective of Human Resource Development as discipline appreciating learning.

CLO2: To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.

CLO3: To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.

CLO4: To develop a perspective of HRD beyond organizational realities including national HRD.

CLO5: To understand contemporary realities of HRD and its interface with technology.

Course Contents:

Unit I- Introduction to Human Resource Development: Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work.

Unit II- Human Resource Development Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs.

Unit III- Human Resource Development Activities: Action learning, assessment and development centers; Intellectual capital and HRD; Role of Trade Unions; Industrial relations and HRD.

Unit IV- Policy perspective of Human Resource Development: National HRD, workforce development, strategic HRD, talent management and leadership development.

Unit V- HRD Trends: Emotions and self-development; Integrating HRD with technology coaching and mentoring; Competency framework of HRD- Understanding the competency mapping framework, analyzing steps in competency mapping; Balanced score card, appreciative inquiry.

Suggested Readings (Unit wise)

Chaudhuri, S. & Ghosh, R. (2012). Reverse Mentoring: A Social Exchange Tool for Keeping the Boomers Engaged and Millennials Committed. *Human Resource Development Review*, 11(1), 55-76.
Unit(s) - V

Cho, Y. & Egan, T. M. (2009). Action Learning Research and Conceptual Framework. *Human Resource Development Review*, 8, 431-462.
Unit(s) – III

Ibarra, H. & Hunter, M. (2007). How Leaders Create and Use Networks. *Harvard Business Networks, The Leadership Quarterly*, 21, 600-619.
Unit(s) - IV

Mankin, David (2009). *Human Resource Development*. Delhi: Oxford University Press. Chapter -6-9
Unit(s) - II

Mikami, S. & Furukawa, M. (2018). The conditions for successful knowledge transfer in

development-aid training programs. *International Journal of Training and Development*, 22 (2), 107-125.

Unit(s) –V

Rao, T.V. (2005). *Future of HRD*. Macmillan Publishers India. Chapter 1 & 7.

Unit(s) - I & IV

Schultz, Theodore W. (1961). Investment in Human Capital. *The American Economic Review*. 51 (1), 1–17

Unit(s)-I

Werner & DeSimone (2006). *Human Resource Development*. Thomson Press, Network.

Unit(s) – III & V

MHRM – 20/II/CC-02: HUMAN RESOURCE INFORMATION SYSTEM

Course Objective:

The objective of the course is to acquaint the students about the concept of information systems, internet, World Wide Web, HRIS and their application in Human Resource Development.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To describe the role of information technology and information systems in business and with respect to different management levels.

CLO2: To understand the relevance of information in decision making. Identify and evaluate hardware and software requirements for information systems.

CLO3: To develop an understanding of the System Development Life Cycle in detail and analyze the MIS applications in different industries.

CLO4: To understand how Human Resources Information Systems (HRIS) are bought/developed and implemented for various levels in an organization.

CLO5: To explore the use of some common Information Systems development tools.

Course Contents:

Unit I- Introduction: Introduction to Management Information Systems, history of MIS, impact of MIS, role and importance of MIS in organization; Role of MIS at management levels; MIS growth and development; Artificial intelligence, Decision Support System (DSS), Executive Information System (EIS); Applications of MIS.

Unit II- Information Concepts and Information Technology: Data and information; Relevance of information to decision making; Source, quality and types of information; Relevance of information in MIS; Assessing information needs of the organization; Use of information for competitive advantage; Trends in Information Technology- hardware and software, data-communication concepts; Decision making with communication technology; Multimedia approach to information processing; Decision of appropriate information technology for proper MIS.

Unit III- System Development and Applications of MIS: Systems definition-types of systems - open, closed, deterministic, probabilistic, etc. Relevance of choice of system in MIS; Integration of organization systems and information systems; System Development Life Cycle (SDLC); Alternative system building approaches, prototyping, rapid development tools, case tools, object-oriented systems; MIS applications in HRD & O.D. in manufacturing, R&D, public transport, hospitals, hotels and service industries.

Unit IV-HRIS Development: HRIS life cycle/HR responsibility in each phase of HRIS development; Pre implementation stage of HRIS; HRIS planning; HRIS expectation, productivity through HRIS; HRIS cost-benefit value analysis; Getting management support for HRIS; Limitations of computerization of HRIS.

Unit V- Emerging Trends in HRIS: Implementation of HRIS- tools in HRIS development, cases and exercises; Human Resources Information Systems in large and small organizations- cases & exercises, packaged Human Resources Information Systems/ business process, re-engineering, enterprise resource planning systems, emerging trends in HRIS, networking, internet, intranet, technology implications, etc.

Note: Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

Suggested Readings (Unit wise)

Badgi (2012). *Practical Guide to Human Resource Information Systems*. New Delhi: PHI Learning Pvt. Ltd

Unit(s) - IV, V

Brien, James A. O. (2011). *Management Information System*. New Delhi: Tata McGraw Hill

Unit(s) - I, II, III

Gordon, B. Davis. & Olson, Margreth H. (2001). *Management Information System*. New Delhi: McGraw Hill.

Unit(s) - I, II, III

Jawadekar, W. S. (2015). *Management Information System*. New Delhi: Tata McGraw Hill

Unit(s) - I, II, III

Kavanagh, Michael J., Thite, Mohan & Johnson, Richard D. (2011). *Human Resource Information Systems: Basics, Applications, and Future Directions*. South Asia: SAGE Publications.

Unit(s) - IV, V

Laudon. (2017). *Management Information System*. India: Pearson

Unit(s) - I, II, III

Murdick, Robert G., Ross, Joel. E. & Clugett, James R. (2010). *Information System for Modern Management*. New Delhi: Prentice Hall of India.

Unit(s) - I, II, III

MHRM – 20/II/CC-03: PERFORMANCE MANAGEMENT AND TALENT MANAGEMENT

Course Objective:

This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To outline and understand the core objectives of performance management.

CLO2: To understand the key stages of performance management cycle and differentiate between performance management and performance appraisal.

CLO3: To understand the organizations performance management process.

CLO4: To understand different approaches of talent management.

CLO5: To understand the talent management in India with the examples of different companies.

Course Contents:

Unit I-Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

Unit II-Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Performance management and organizational transformation, appraisal communication; Counseling, identifying potential for development; Linking pay with performance.

Unit III-Implementation and Issues in Performance Management: Implementing performance management system- strategies and challenges; Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and E-PMS; Performance management practices in Indian organizations.

Unit IV-Talent Management: Concept and approaches; Framework of talent management; Talent identification and integration; Talent retention- consequences of talent departure, diagnosing causes of talent departure, talent management and workplace diversity.

Unit V- Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

Suggested Readings (Unit wise)

Armstrong, M. & Baron, A. (2005). *Performance management and development*. Mumbai: Jaico Publishing House. *Unit(s) - I, II, III*

Armstrong, M. (2006). *Performance management: Key strategies and practical guidelines*. London: Kogan Page. *Unit(s) - I, II*

- ASTD, (2010). *Talent management: Strategies for success from six leading companies*. Cengage Learning. *Unit(s) - IV, V*
- Berger, L. A. & Berger, D. R. (2010). *The talent management handbook*. India: McGraw-Hill Education. *Unit(s) - III*
- Bhattacharyya, D. K. (2011). *Performance management systems and strategies*. India: Pearson Education. *Unit(s) - II, III*
- Dencker, J. C. (2009). Relative bargaining power, corporate restructuring, and managerial incentives. *Administrative Science Quarterly*, 54(3), 453-485. *Unit(s) - I*
- Hasan, M., Singh, A. K. & Dhamija, S. (2009). *Talent management in India: Challenges and opportunities*. Atlantic Publishers & Distributors. *Unit(s) - IV, V*
- Jordan, A. H. & Audia, P. G. (2012). Self-enhancement and learning from performance feedback. *Academy of Management Review*, 37(2), 211-231. *Unit(s) - II*
- Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C. & Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual-and unit-level voluntary turnover. *Academy of Management Journal*, 55(6), 1360-1380. *Unit(s) - V*
- McDonnell, A. (2011). Still fighting the “war for talent”? Bridging the science versus practice gap. *Journal of Business and Psychology*, 26(2), 169-173. *Unit(s) - IV*
- Rao, T.V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Response Books: A division of Sage Publications. *Unit(s) - III*
- Silzer, R. & Dowell, B.E. (2009). *Strategy drive talent management: A leadership imperative*. Publication of the Society for Industrial and Organizational Psychology. *Unit(s) - IV, V*
- Soumendra, Narain Bagchi (2013). *Performance Management*. Delhi: Cengage Learning India Pvt. Ltd. *Unit(s) - II, III*
- Trevor, C. O., Reilly, G. & Gerhart, B. (2012). Reconsidering pay dispersion's effect on the performance of interdependent work: Reconciling sorting and pay inequality. *Academy of Management Journal*, 55(3), 585-610. *Unit(s) - III*

Note: Latest edition of the readings may be used.

MHRM – 20/II/CC-04: LABOUR AND SOCIAL SECURITY LAWS

Course Objective:

To familiarize the students with the understanding and provisions of industrial and labor related social security laws.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To comprehend pensions and provident fund processes and manage simplified application thereof.

CLO2: To enable employment in departments of pension, provident fund, state insurance of organizations or compliance departments of factories.

CLO3: To judge the actual organizational situations and implications thereof via case based learning and analytical abilities.

CLO4: To equip to handle industrial disputes with detailed knowledge of actual organization scenarios and long-term impact of resolutions of both employees and employer.

CLO5: To gain knowledge related to compensation benefits of workers and the extent of employer's liability in case of employment injury.

Course Contents:

Unit I- The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act – Employees' Provident Fund Scheme, Employees' Pension Scheme, 1995, Employees' Deposit Linked Insurance Scheme; Case laws.

Unit II- Employees State Insurance Act, 1948: Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; Contributions; Adjudication of dispute and claims, benefits; Case laws.

Unit III- Factories Act, 1948: Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure.

Unit IV- Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions- employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer's duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

Unit V- Employee's Compensation Act, 1923: Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; Employer's liability for compensation; Amount of compensation; Contracting; Commissioner; Case laws.

Suggested Readings (Unit wise)

Kumar, H.L. (2018). *Digest of important labor cases*. Universal Law Publishing Co. Pvt. Ltd.

Unit – I, II, III, IV and V

Malik, S. (2017). *PL Malik's Industrial Law*.

Unit – I, II, III, IV and V

Sharma, J.P. (2018). *Simplified approach to labor laws*. Bharat Law House (P) Ltd.
Unit – I, II, III, IV and V

Additional Readings

Bare Act on Employee Compensation Act, 1923 Bare Act on EPF &MP Act, 1952

Bare Act on ESIC Act, 1952 Bare Act on Factories Act, 1948

Bare Act on Payment on Gratuity Act, 1948 Report of the Committee on Fair Wages (1948)

Report of the National Commission on Labor (1969)

Report of the Second National Commission on Labor (2002)

MHRM – 20/II/CC-05: MANAGEMENT OF HUMAN CAPITAL

Course Objective:

The purpose of the course is to provide detailed framework of all aspects on the economics of labor, components of intellectual capital, and accounting aspects of human capital.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To describe theories of wage determination and develop wage policy and wage plans.

CLO2: To explain concept and components of intellectual capital along with TRIPS and generate patentable ideas.

CLO3: To apply various models of human resource accounting as per decision requirement.

CLO4: To link HR metrics to business outcomes using annual reports of companies.

CLO5: To link HR scorecard to balanced scorecard.

Course Contents:

Unit I- Economic Theories of Human Capital: Nature and role of human capital; The human capital model; Theories of wage determination - theory of individual & household labor supply; Life-cycle approach to labor supply; Market forces of demand and supply of labor; Wage structure and wage analysis; Pattern and behavior of wage differentials.

Unit II- WTO and Intellectual Capital: Emergence of WTO and patenting regime; TRIPS and implications for India; Recent developments in India and other selected countries with regard to TRIPS; Components of intellectual capital – human capital, relational capital, structural capital; Procedure for generation of patentable ideas.

Unit III- Measurement Aspects of Human Capital: Human resource accounting models- monetary models (cost-based models, value-based models), non-monetary models, contribution-based models; Advantages and limitations of various models of HRA; Analysis of annual reports of companies where human resource accounting has been reported.

Unit IV- HR Metrics and Business Outcomes: Use of qualitative and quantitative data to support HR decisions; Measurement – the challenges in quantifying and measuring HR Outcomes; HR metrics and its importance in decision making; Link HR Metrics to business outcomes; Analysis of annual reports where HR metrics have been provided.

Unit V-Management of Human Capital: Decision making using information related to human capital; HR dashboards; Using the strategy map to develop problem-oriented frameworks; Using the balanced scorecard to quantify HR outcomes- approaches using HR Scorecard, linking HR scorecard to balanced scorecard; Recent developments in the field of management of human capital.

Suggested Readings (Unit wise):

Acemoglu, D. & Autor, D. Lectures in labor economics. Manuscript. <http://economics.mit.edu/files/4689>, 22.

Unit(s) - I

Chakraborty, S.K. (1976). *Human Asset Accounting: The Indian Context in Topics in Accounting and Finance*. Oxford University Press

Unit(s) -III

Ehrenberg, R. G. & Smith, R. S. (2012). *Modern Labor Economics*. Prentice Hall.

Unit(s) - I

Flamholtz, Eric G. (1999). *Human Resource Accounting: Advances in Concepts, Methods and Applications*. London, San Francisco: Jossey Eass Publishers.

Unit(s) - III

Ganguli, Prabuddha (2001). *Intellectual Property Rights: Unleashing the Knowledge Economy*. New Delhi: Tata McGraw-Hill Publishing Co. Ltd.

Unit(s) -II

Hermanson, Roger H. (1964). Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.

Unit(s) -IV

<http://patentinindia.com/>

Unit(s) - II

Likert, Rensis (1967). *The Human Organisation: Its Management and Value*. New York, N.Y: McGraw Hill Book Co.

Unit(s) –III, IV, V

Mayo, A. (2016). *Human resources or human capital? Managing people as assets*. Routledge.

Unit(s) - II

World Trade Organization (2017). *The WTO Agreements: The Marrakesh Agreement Establishing the World Trade Organization and its Annexes*. Cambridge University Press.

Unit(s) - II

Additional Readings

Chaudhuri, S. (2002). TRIPS Agreement and amendment of Patents Act in India. *Economic and Political Weekly*, 3354-3360.

Flamholtz, Eric. *Human Resource Accounting*. Dickenson Publishing Co., Calif.

Hill, C. (2008). International business: Competing in the global market place. *Strategic Direction*, 24(9).

I.L.O. Social & Labour aspects of Economic Development, Geneva.

Millis and Montgonery. *Labours Progress and some Basic Labour Problems*. Mc -Graw Hill Book Company.

Patterson & Schol. *Economic Problems of Modern Life*. Mc-Graw Hill Book Company. Report of the National Commission on Labour.

S. Howard Patterson, Social Aspects of Industry.

Walter Hageabuch. *Social Economics*. Cambridge University Pres

MHRM – 20/II/CC-06: FINANCE FOR MANAGERS

Course Objective:

To acquaint the students with essential tools and techniques necessary for making sound financial decisions in a company.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CO1: To understand the foundations of financial management, financial decisions, and role of a finance manager.

CO2: To analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

CO3: To critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.

CO4: To critically examine various theories and policies of dividend and determine optimal payout policy.

CO5: To understand the intricacies of working capital management and effectively manage cash and receivables.

Course Contents:

Unit I-Introduction: Nature, scope and objective of financial management; Concept of risk and return; Time Value of Money; Finance as a strategic function; Role of a finance manager; Financial decisions and risk return trade-off; Agency problem and agency costs; Recent trends and developments in Indian capital market.

Unit II-Capital Budgeting Decision: Nature, significance and process of capital budgeting decision; Types of capital projects; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques; Non- discounted techniques-Accounting Rate of Return (ARR), Pay Back Period (PB); Discounted cash flow techniques-Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR) and Profitability Index; Capital budgeting under constraints (capital rationing and inflation); Techniques for incorporating risk and uncertainty in capital budgeting- Risk adjusted discount rate method, Certainty equivalent method, Probability distribution method, Decision tree analysis, Simulation method, Sensitivity analysis and Scenario analysis.

Unit III-Cost of Capital and Financing Decision: Specific Cost of Capital; Weighted Average Cost of Capital (WACC) and Weighted Marginal Cost of Capital; Concept of capital structure; Capital structure theories – Net Income (NI) Theory, Net Operating Income (NOI) Theory, MM Hypothesis without and with taxes, Traditional theory, Trade off theory, Pecking order theory and Signaling theory; Evaluation of financial plans using EBIT-EPS analysis; Financial leverage and optimal capital structure; Factors affecting choice of capital structure in practice.

Unit IV-Dividend Decision: Issues in dividend decision; Theories of dividend - Pure residual theory, Walter's model, Gordon's model, Bird in hand theory, MM Hypothesis and Dividend signaling theory; Types of dividend policies; Determinants of dividend in practice; Lintner's model of corporate dividend behavior.

Unit V-Working Capital Management and Contemporary Issues in Finance: Concept, need and significance of working capital management; Estimation of working capital requirement; Operating

and cash cycle; Determinants of working capital; Cash management and receivables management; Socially responsible investing, ethical investing and other contemporary issues in finance.

Note: Some case studies related to above topics are required to be discussed.

Suggested Readings (Unit wise)

Annual report of SEBI. Unit(s)-I

Brealey, R.A. & Myers S. C. (2017). *Principles of Corporate Finance*. McGraw Hill.

Unit (s)-I, III

Chandra, P. (2017). *Financial Management-Theory and Practice*. Tata McGraw Hill.

Unit(s) - II, III and V

Damodaran, A. (2007). *Corporate Finance: Theory and Practice*. John Wiley & Sons.

Unit (s) - I

Ehrhardt, M. C. & Brigham E. F. (2003). *Corporate Finance*. Cengage Learning

Unit(s)-III

Khan, M.Y. & Jain, P.K. (2017). *Financial Management: Text, Problems and Cases*. Tata McGraw Hill.

Unit(s)-IV

Pandey, I. M. (2016). *Financial Management*. Vikas Publishing.

Unit(s)-II, IV

Ross, S.A. and Westerfield, R. W. (2017). *Corporate Finance*. McGraw Hill.

Unit(s)-II, IV and V

Van, Horne & Dhamija (2011). *Financial Management and Policy*. Pearson.

Unit(s)-I, II and V

Note: Latest edition of the readings may be used.

MHRM – 20/II/CC-07: ENTREPRENEURSHIP AND NEW VENTURE PLANNING

Course Objective:

This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.

CLO2: To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.

CLO3: To write effective business plans for establishing and managing any business venture.

CLO4: To know how to raise the funding for the business from different sources for a startup venture.

CLO5: To form a business entity in the light of the legal and regulatory framework in India.

Course Contents:

Unit I- Introduction: Concept of entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

Unit II- Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programs; Characteristics of entrepreneurial leadership; Components of entrepreneurial leadership; International Entrepreneurship- opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, impediments to creativity.

Unit III- New Venture Planning: Methods to initiate ventures; Acquisition- advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

Unit IV- Financing Venture: Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit V- Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

Suggested Readings (Unit wise)

Arya, K. (2016). *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson.

Unit(s) - I, II, III, IV and V

Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). *Entrepreneurship*. McGraw-Hill Education.

Unit(s) - I, II, III

Additional Readings:

Galindo, C. R. (2018). *The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business*. CreateSpace Independent Publishing.

Ramachandran, K. (2014). *Entrepreneurship Development: Indian cases on Change Agents*. Tata McGraw Hill.

Robinson, P. J. (2017). *A Guide for Writing Your Business Plan*. Independently published.

Note: Latest edition of the readings may be used.

MHRM – 20/II/CC-08: SOCIAL RESEARCH METHODS

Course Objective: The course aims at exposing the students to the concepts, tools and techniques of social research and to train students to execute research in human resource management.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To get an overview of social research, its scope and approaches.

CLO2: To formulate the research problems and understand the major research designs.

CLO3: To determine data sources for social research and learn the art of designing a questionnaire.

CLO4: To become familiar with various sampling techniques and develop understanding for data collection and fieldwork.

CLO5: To acquaint with various data analysis techniques and report writing.

Course Contents:

Unit I- Introduction to Social Research: Meaning and role of social research; Social research philosophies; Scope of social research; Terminology of research; Research process- An overview; Research approaches; Characteristics of good research; Ethical issues in research; Problem specification- management problem specification, formulating research problem, developing research proposal – research objectives, research hypotheses.

Unit II- Research Design: Explorative research – major techniques and their evaluation; Descriptive researches– case study, survey method and observation method; Causal research– major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs. qualitative research; Case methods of research.

Unit III- Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

Unit IV- Sample Design: Designing sample survey – defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional; Data collection– organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

Unit V- Data Analysis and Report Writing: Data editing and coding, data cleaning, frequency distribution and descriptive statistics; Hypothesis testing– parametric and non-parametric test; Introduction to multi-variate analysis; Major orientation towards statistical packages; Report writing.

Note: Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

Readings (Unit wise)

Cooper, D. R. & Schindler, P. S. (2003). *Business research methods*. Boston, Mass: McGraw-Hill/Irwin.

Unit(s) - I, II, III, IV and V

Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin. (2013). *Business research methods*. Cengage Learning Limited.

Unit(s) - I, II, III, IV and V

Additional Readings

Bryman, A. (2016). *Social Research Methods*. Oxford University Press.

Neuman, W.L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches*. Pearson Education India.

Taylor, B. (2006). *Research Methodology: A Guide for Researchers in Management and Social Sciences*. Prentice Hall India Learning Private Limited.

Semester III

During Semester III of the program, in addition to the **six** compulsory papers, a student shall have to choose **two** elective courses from the list of optional papers announced at the beginning of Semester III. Compulsory papers and elective papers are listed below.

Contents of Core Courses of Semester - III

MHRM - 20/III/CC-01: SUMMER INTERNSHIP PROGRAM

The Project Study shall commence from the beginning of the third semester and report shall be submitted at the end of the third semester. The written part of the Project Study shall account for 50 marks and the viva-voce to be conducted by a duly constituted examination board for 50 marks.

MHRM - 20/III/CC-02: ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Objective:

To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences and understand the applicability of OD interventions to be facilitated through case-studies.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand the need and philosophy of organization change and development in the changing times.

CLO2: To learn OD as an applied field of change.

CLO3: To understand techniques of collection and analyses of organizational diagnosis information and the significance of feedback in delivering diagnostic information.

CLO4: To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.

CLO5: To explore the role of OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.

Course Contents:

Unit I-Introduction to Organizational Change and Development: Organizational change- need and philosophy of organizational change; Change triggers; Planned change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Sustainability and organizational change; Organization development- concept and process, assumptions and values underlying Organization Development (OD).

Unit II-Organizational Change- Development Interface: Foundations of organization development, Emergence of OD as an applied behavioral science; Role of top management and organization development practitioners; Change agents- role, skills and styles of change agents; Relation with the client system.

Unit III-Organizational Diagnosis: Techniques of organizational diagnosis- questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information at organizational, group and job level; Feeding back diagnostic information.

Unit IV-OD Interventions: Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- work redesign, work modules, Quality of Work Life (QWL), Quality Circles (QC); Behavioral interventions- Management by Objectives (MBO), performance management, sensitivity training, transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations, downsizing, reengineering, employee involvement.

Unit V-Trends in Organization Development: OD-HRD Interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

Suggested Readings (Unit wise)

Cummings, T. G. & Worley, Christopher G. (2009). *Theory of Organization Development and*

Change. South-Western.

Unit(s) - I, II, III, IV and V

French, W.L. & Bell, C.H. (2013). *Organization Development*. New Delhi: Prentice-Hall.

Unit(s) - I, II, III, IV and V

Additional Readings

Adler, N. J. (1983). Organizational development in a multicultural environment. *The Journal of Applied Behavioral Science*, 19(3), 349-365.

Bernard, Burnes & David Bargal (2017). Kurt Lewin: 70 Years on. *Journal of Change Management*, 17(2), 91-100.

Bowers, D. G. (1973). OD techniques and their results in 23 organizations: The Michigan ICL study. *The Journal of Applied Behavioral Science*, 9(1), 21-43.

Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S. & Whitby, E. (2005). No Going Back: A Review of the Literature on Sustaining Strategic Change. *International Journal of Management Reviews*, 7(3), 189-205.

Burnes, B. (2007). Kurt Lewin and the Harwood Studies: The foundations of OD. *The Journal of Applied Behavioral Science*, 43(2), 213–231.

Burnes, B. and Cooke, B. (2012). Review article: The past, present and future of organization development: Taking the long view. *Human Relations*, 65(11), 1395–1429.

Kotter, J.P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59–67.

Weick, K. E. & Quinn, R. E. (1999). Organizational change and development. *Annual Review of Psychology*, 50(1), 361-386.

Weisbord, M. R. (1976). Organizational diagnosis: Six places to look for trouble with or without a theory. *Group & Organization Studies*, 1(4), 430-447.

MHRM - 20/III/CC-03: LEARNING AND DEVELOPMENT

Course Objective:

The course aims at exposing the learner to the concept and practice of learning and development in the modern organizational setting through the pedagogy of case discussions, practical, experiential learning, and recent experiences.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To link the learning and development to company's strategy effectively and assess the training needs of the people working in the organization.

CLO2: To apply various methods of learning and development in real life situations.

CLO3: To design, develop, and conduct learning and development programs.

CLO4: To evaluate the effectiveness of training and development programs as well as learning outcomes.

CLO5: To leverage the emerging trends in the field of learning and development.

Course Contents:

Unit I- Introduction: Fundamentals of learning and development; Difference between training & development and learning & development; Linking learning and development to company's strategy; Training Needs Assessment (TNA)- meaning and purpose of TNA, TNA at different levels, approaches for TNA, output of TNA, methods used in TNA.

Unit II- Learning and Development Methodologies: Overview- logic and process of learning; Principles of learning; Individual differences in learning; Learning curve; Learning management system; Criteria for method selection; Skills of an effective trainer; Development techniques for enhancing decision-making and interpersonal skills.

Unit III- Designing Learning and Development Programs: Organization of learning and development programs, design, kinds, choice of learning and development methods, preparation of trainers; Developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.

Unit IV- Evaluation of Learning and Development: Reasons for evaluation; Evaluation planning and data collection; Different evaluation frameworks; Problems of measurement and evaluation; Methods of evaluating effectiveness of L & D efforts; Issues resulting from the external environment and internal needs of the company.

Unit V- Emerging Trends in Learning and Development: Gamification, team building and six sigma training; Electronic enabled learning systems- its up scalability and follow up activities. Learning and development initiatives of some selected companies from private and public sectors and MNCs.

Suggested Readings (Unit wise)

Dirksen , Julie (2011). *Design For How People Learn (Voices That Matter)*. New Riders.

Unit(s) – III

Emerson, Trish & Stewart, Mary (2011). *The Learning and Development Book: Change the way you think about L&D*. ASTD Press.

Unit(s) - I, V

Noe, Raymond (2006). *Employee Training & Development*. McGraw-Hill Education.

Unit(s) – I, II, III, IV, V

Phillips, Jack & Stone, Ron (2002). *How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators*. McGraw-Hill Education.

Unit(s) – IV

Wick, Calhoun W. & Pollock, Roy V.H. (2015). *The Six Disciplines of Breakthrough Learning: How to Turn Training and Development into Business Results*. Pfeiffer.

Unit(s) – II, III

Additional Readings

Beitler, Michael (2005). *Strategic Organizational Learning*.

Blanchard, P., Nick, James W. Thacker & V. Anand Ram. *Effective Training: Systems, Strategies, and Practices*. Dorling Kindersley (India) Pvt. Ltd.

Garner, James. *Training Interventions in Job Skill Development*. Addison-Wesley.

Jack J. Phillips. *Hand book of Training Evaluation and Measurement Methods*. Routledge.

Kapp, Karl M. (2011). *The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education*.

Kirkpatrick, Donald L. & Kirkpatrick, James D. (2005) *Transferring Learning to Behavior: Using the Four Levels to Improve Performance*

Prior, John. *Handbook of Training and Development*. Bombay: Jaico Publishing House. Rolf, P. &

Udai Pareek. *Training for Development*. Sage Publications Pvt. Ltd.

Warren, M.W. *Training for Results*. Massachusetts, Addison-Wesley.

MHRM - 20/III/CC-04: MANAGEMENT OF INDUSTRIAL RELATIONS

Course Objective:

This course deals with analyzing both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level. The course emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment and developing in the participants' skills in managing these issues in general and in the Indian context in particular.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand facets of interactions between the employer and the employees. In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts.

CLO2: To develop a comprehensive perspective about the legal frame work stipulated under the Industrial Disputes Act, 1947.

CLO3: To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees.

CLO4: To understand the procedure of disciplinary actions as per the Industrial Employment (Standing Orders) Act, 1946.

CLO5: To acclimatize with the legal frame work stipulated under Shops and Establishment Act, 1953 and Contract Labor Regulation and Abolition Act, 1970.

Course Contents:

Unit I- Structure and Evolution of Industrial Relations: Concept, nature and models of IR- unitarist, pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India- structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II- Industrial Conflict and Disputes Resolution: Industrial relations machinery in India; Provisions under the Industrial Disputes Act, 1947- authorities under the act, reference of disputes to boards, courts or tribunals, procedures, powers and duties of authorities, strikes, lockouts, layoff and retrenchments, unfair labor practices, penalties; Methods of industrial disputes resolution; Forms of industrial conflicts; Labor turnover; Workplace practices and cooperation; Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes, statutory and non-statutory.

Unit III- Industrial Relations: Industrial relations climate and performance; The conciliation and arbitration system and performance; Labor market and economic performance; Structure for management of industrial relations; Management of labor; Management control strategies; Business strategies and industrial relations; Role of market conditions.

Unit IV- Discipline and HRM performance: Nature of grievances and grievance procedures; Handling employee grievances; Industrial indiscipline- an overview of disciplinary enquiries, salient features of Industrial Employment (Standing Orders) Act, 1946; Disciplinary action and termination of employment contract; Linking IR Strategy and HRM Strategy.

Unit V- Legal Framework of Shops and Establishment and Contract Labor Management:

Applicability, administration and maintenance under Shops and Establishment Act, 1953; The regulations as under Contract Labor Regulation and Abolition Act, 1970.

Suggested Readings (Unit wise)

Edwards, P. (1995). *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.

Unit(s) – III

Kaufman, B. (2004). *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labor Office.

Unit(s) – V

Salamon, Michael (1997). *Industrial Relations—Theory & Practice*. London: Prentice Hall.

Unit(s) – I, II

Singh, P. & Kumar, N. (2011). *Employee Relations Management*. New Delhi: Pearson Education India.

Unit(s) – IV

Venkataratnam, C. S. (2006). *Industrial Relations: Text and Cases*. Delhi: Oxford University Press.

Unit(s) – I

Zeytinoglu, I. U. (2005). *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labor Office.

Unit(s) – II

Additional Readings

Bray, M., Deery, S., Walsh, J. & Waring, P. (2011). *Industrial Relations: A Contemporary Approach*. Tata Mc Graw Hill.

Dwivedi, R.S. (2002). *Managing Human Resources: Industrial Relations in Indian Enterprises*. New Delhi: Galgotia Publishing Company.

Mamoria, C.B. & Mamoria, S. (2016). *Dynamics of Industrial Relations in India*. Mumbai: Himalaya Publishing House.

Ramaswamy, E.A. The Rayon Spinners (1997). *Strategic Management of Industrial Relations*. New Delhi: Oxford University Press.

Rowley, C. & Warner, M. (2008). *Globalizing international human resource management*. New York: Routledge.

Sen, R. (2009). *Industrial relations: text and cases*. New Delhi: Macmillan Publishers.

MHRM - 20/III/CC-05: COMPENSATION MANAGEMENT

Course Objective:

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CLO2: To understand the Principles involved and premise of the grant of bonus, wages, and minimum wages to workers.

CLO3: To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

CLO4: To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.

CLO5: To have insights about the employment benefits for women envisaged under compensation laws of India.

Course Contents:

Unit I- Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies, assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence; International pay systems- comparing costs and systems; Expatriate pay; Concept and rationale of employee welfare.

Unit II-The Payment of Bonus Act, 1965: Objects, scope and application; Definitions; Calculation of amount payable as bonus; Eligibility and disqualifications for bonus; Minimum & maximum bonus; Set on & Set off of allocable surplus; Application of Act in establishment in public sector; Bonus linked with production or productivity.

Unit III- The Payment of Wages Act, 1936: Objects; Application; Responsibility for payment of wages; Fixation of wage periods; Time-limits; Deduction from wages; Remedies available to worker; Powers of authorities, penalty for offences.

Unit IV-The Minimum Wages Act, 1948: Objects; Application; Minimum fair and living wages; Determination of minimum wage; Taxation of minimum wage; Advisory board; Remedy to worker for non-payment of minimum wages.

Unit V- The Maternity Benefit Act, 1961: Definitions, employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity

benefit and payment thereof, leaves, dismissal in absence during pregnancy, forfeiture of maternity benefits.

Suggested Readings (Unit wise)

Armstrong, M. & Murlis, H. (1988). *Reward Management: A Handbook of Salary administration*. London: Kegan Paul.
Unit(s) - I

Belchor, David W. (1988). *Compensation Administration*. Prentice Hall, Englewood Cliffs. NT.
Unit(s) - I

Malik, P.L. (2017). *Handbook of Labourer and Industrial Law*. Eastern Book Company.
Unit(s) - II, V

Milkovich, G., Newman, J. & Ratnam, C.S.V. (2009). *Compensation*. Tata Mc Graw Hill, Special Indian Edition.
Unit(s) -I

Sharma, J.P. (2018). *An Easy Approach to Company and Compensation Laws*. New Delhi: Ane Books Pvt Ltd.
Unit(s) -II, III, IV

Additional Readings

Government of India Report of the National Commission on Labour Ministry of Labour and Employment, New Delhi. (Latest)

Henderson, R.I. (2006). *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education.

MHRM - 20/III/CC-06: NEGOTIATIONS AND UNION MANAGEMENT RELATIONS

Course Objective:

To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing business deals effectively.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand the strategies of management in negotiations and persuasion.

CLO2: To apply the skills of negotiations and persuasions effectively.

CLO3: To understand and handle the matters relating to trade unions and members thereof.

CLO4: To understand the provisions of trade unions.

CLO5: To equip the students with different aspects of unionism in public sector undertakings and other types of organizations.

Course Contents:

Unit I- Collective Bargaining: Concept, history, significance, functions and types of collective bargaining; Impact of technological and political changes; Approaches to collective bargaining; Theories of collective bargaining- Hick's analysis of wages setting under collective bargaining, Conflict-choice model of negotiation, Behavioral theory of labor negotiation; Collective bargaining in the Indian context.

Unit II- Negotiation and Persuasion: Concept and negotiation process; Levels of negotiation; Issues in negotiation; Preparation for negotiations; Ethics in negotiation; Cultural differences in negotiation styles; Gender in negotiations; Context of mediation; Negotiation as persuasion; Principles of persuasion; Persuasion strategy and its effectiveness; Negotiating a collective bargaining agreement.

Unit III- Negotiation Skills for Effectiveness: Negotiation skills; Effective presentation of demands, strategies and tactics employed; Closing of negotiation and drafting the agreement; Memorandum of Understanding (MOU); Communication and administration of negotiation agreement; Breakdown of negotiation- Causes and consequences; Third party intervention; Adjudication; Effective negotiation- mutual trust and understanding; Accommodation; Experiences in negotiation- Public, Private and Multinational Enterprises; Impact of cross-cultural differences; Recent trends in negotiation; Challenges in future.

Unit IV- Trade Union Management: Issues and Perspectives: Provisions of Trade Union Act, 1926- definitions, legislations of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure; Concept, nature, functions, types and structure of trade union; Theories of unionism; Union leadership; Managerial unionism; Role of ILO; Employees' associations - functions and role; Problems of unions; Workers' education; Role of trade union in mergers and acquisitions; Recognition of unions; Unions and politics; Management vs. union rights; Unions and strikes; Unfair labor practices; Economic and technological changes and role of union; NCL recommendations; Conflictive pattern of industrial relations- trade unions and government, bipartite and tripartite forums at industry and national levels.

Unit V- Unions in Public Sector and Other Issues: Unions in public sector- NCL recommendations on labor problems in public sector; Unions in banks, insurance, railways and civil services; Unions in public sector industrial undertakings; Unions and productivity; Comparative study with unions in private sectors.

Suggested Readings (Unit wise)

- Carrell (2006). *Negotiating Essentials: Theory, Skills, and Practices*. New Delhi: Pearson Education India. *Unit(s) - II and III*
- Cialdini, R. (1993). *Influence: The psychology of persuasion*. New York: Morrow. *Unit(s) – II*
- Cohen, S. (2002). *Negotiating Skills for Managers*. McGraw Hill Professional. *Unit(s) - II*
- Ratnam, C. V. (2003). *Negotiated Change: Collective Bargaining, Liberalization and Restructuring in India*. SAGE Publications Pvt. Limited. *Unit(s) - I*
- Sharma, J.P. (2018). *Simplified approach to labour laws*. Bharat Law House (P) Ltd. *Unit(s) - IV*
- Sinha, P. R. N., Sinha, I. B. & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India. *Unit(s) - V*

Additional Readings

- Bray M, Deery.S, Walsh.J, & Waring P. (2011). *Industrial Relations: A Contemporary Approach*. Tata Mc Graw Hill.
- Brett, J. M. (2007). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey Bass.
- Dunlop, John T. & Chamberlin, Neil N. (1968). *Frontiers of Collective Bargaining*. New York: Henry Holt & Co.
- Fisher, R., Ury, W. & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in*. New York: Penguin Books.
- Flanders, A. (1969). *Collective Bargaining*. England: Penguin Books, Middlesex. Kolb, D. & Williams, J. (2000). *The Shadow Negotiation*. UK: Simon & Schuster. Korobkin, R. (2014). *Negotiation theory and strategy*. Aspen Publisher.
- Thompson, L. L. (2012). *The mind and heart of the negotiator*. New Delhi: Prentice Hall
- Ury, W. (1993). *Getting past no: Negotiating with difficult people*. New York: Bantam Books.
- Watkins, M. (2006). *Shaping the game: The new leader's guide to effective negotiating*. USA: HBS Press.

Contents of Elective Courses of Semester - III

MHRM - 20/III/EC-01: KNOWLEDGE MANAGEMENT

Course Objective:

To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned together to facilitate management of knowledge.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To explain the evolution of knowledge management and its relevance in competitive environment.

CLO2: To manage the entire process of KM & knowledge creation.

CLO3: To develop knowledge leadership capabilities.

CLO4: To apply knowledge management systems and tools.

CLO5: To leverage knowledge as strategic resource using enabling technologies.

Course Contents:

Unit I- Introduction: Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy.

Unit II- KM Process & Knowledge Creation: Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, Ba model.

Unit III- Knowledge Management Soft Support System: Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers; Developing and maintaining knowledge motivators, and other managerial and social infrastructure; Knowledge community.

Unit IV- KM Systems and Tools: Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents.

Unit V- Knowledge Strategies: Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead.

Learning experiences from real life case studies. Readings (Unit wise)

Davenport, T. H. & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business Press. Unit(s)-I

Debowski, S. (2006). *Knowledge Management*. John Wiley & Sons Australia Ltd. Unit(s)-I, V

Hislop, D. (2013). *Knowledge Management in Organizations: A Critical Introduction*. Oxford University Press.
Unit(s)-I, II, III

Newell, S., Robertson, M., Scarbrough, H. & Swan, J. (2009). *Managing knowledge work and innovation*. Palgrave Macmillan.
Unit(s) - I, IV

Awad, Elias M. & Ghaziri, Hassan M. (2004). *Knowledge Management*. Pearson Education Inc., Prentice Hall.
Unit(s)-I, II, III, IV

Additional Readings

Liebowitz, J., & Beckman, T. J. (1998). *Knowledge organizations: What every manager should know*. CRC Press.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.

Tiwana, A. (2003). *Knowledge Management Toolkit, The: Orchestrating IT, Strategy, and Knowledge Platforms*. Prentice Hall.

MHRM - 20/III/EC-02: LIFE SKILLS AND COMMUNICATION

Course Objective:

This course is aimed at building understanding and perspective about life beyond profession.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand the meaning and grand narrative of life.

CLO2: To learn to leverage psychological capital.

CLO3: To understand the role of society and technology in life.

CLO4: To understanding nuances of communication.

CLO5: To learn the meaning of work.

Course Contents:

Unit I- Introduction: Ontological perspective of life; Meaningfulness and mindfulness; Understanding personal and organizational outcomes of meaningfulness and mindfulness; Notion of time.

Unit II- Cognitive Approaches and Strategies: Understanding Psychological Capital - Hope, efficacy, resilience and optimism; Developing strengths and living well; Happiness and pleasure dialogue.

Unit III- Society Technology Interface: Role of technology in shaping present day society; Social interaction and changing paradigm of physical, digital and biological world.

Unit IV- Effective Communication Skills: Principles of effective communication; Verbal, non-verbal and listening skills; Creating persuasive communication and avoiding common mistakes in communication at personal, interpersonal and organizational level.

Unit V- Gainful Employment and Life Skills: Understanding role of life skills for increasing employability and entrepreneurship, meaning and significance of good work.

Suggested Readings (Unit wise)

Cappelli, Peter (2012). *Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It*. Wharton Digital Press. Unit(s) - V

Klaus, Schwab (2017). *The Fourth Industrial Revolution*. World Economic Forum. Unit(s) - III

Lopez, Pedrotti & Synder (2015). *Positive Psychology – the scientific and practical explorations of human strengths*. Sage Publications. Unit(s) - II

Louis, Narens (2001). *Theories of Meaningfulness*. Psychology Press. Taylor & Francis. Unit(s) - I

Schein, Edgar H. (2013). *Humble Inquiry – The Gentle Art of Asking Instead of Telling*. Berrett Koehler Publishers. Unit(s) - IV

Steven, Monson (2017). *Mapping Society and Technology*. University of Minnesota Publications. Unit(s) - III

ygotsky, L. S. (1978). *Mind in Society – The development of higher psychological processes*. Harvard Univ Press. Unit(s) - I

MHRM - 20/III/EC-03: MERGERS AND CORPORATE RESTRUCTURING

Course Objectives:

The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. Understanding the linkages between corporate restructuring and financial markets and the impact of the same share price and on the business.

Course Learning Outcomes:

After successfully completing this course, the participants will be able to –

CLO 1: Able to understand the various methods available for corporate restructuring as a mode of consolidation.

CLO 2: Able to do valuation of various tangible and intangible assets.

CLO 3: Able to understand various tax aspects associated with the corporate restructuring.

Course Contents:

Unit I:

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers Acquisitions -Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

Unit II:

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

Unit III:

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

Unit VI:

Financial restructuring-Reorganization of share capital, Internal Reconstruction - accounting, financial and tax aspects.

Unit V:

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

Text Books:

1. Chandrashekar Krishnamurti, Vishwanath S. R.: Mergers, Acquisitions and Corporate Restructuring - Text and Cases, Sage Publication.

2. J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin Prashant Salwan: Takeovers, Restructuring and Corporate Governance, Pearson Education, New Delhi.

Suggested Readings:

1. Arzac, E.R. (2008). *Valuation for Mergers, Buyouts and Restructuring* (2nd ed.). John Wiley and Sons, Inc.
2. Brealey, Myers & Allen. (2018) *Principles of Corporate Finance*. (12th ed.). McGraw Hill.
3. Chandra P. (2015). *Corporate Creation*. New Delhi Tata Mc-Graw Hill.
4. Damodaran, A. (2012). *Damodaran on Valuation: Security Analysis for Investment and Corporate Finance*. (2nded.). John Wiley and Sons, Inc.
5. Damodaran, A. (2017). *The Dark Side of Valuation*. (2nd ed.): Financial Times Press.
6. De Pamphilis, D.M. (2008). *Mergers, Acquisitions, and Other Restructuring Activities*. (4th ed.): Academic Press, Elsevier Inc.
7. ICWAI. *Financial Analysis & Business Valuation* (Final study material). (Latest Editions)
8. Gaughan, P.A. (2007) *Mergers, Acquisitions and Corporate Restructurings* (4thed.). : John Wileys& Sons.
9. Hayward, R. (2015). *Valuation: Principles into Practice* (6th ed.). Routledge.
10. Hunt, P.A. (2007). *Structuring Mergers & Acquisitions: A Guide to Creating Shareholder Value*. (3rd ed.): Wolters Kluwer, Law &Business, Aspen Publishers.
11. Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). *The Art of M&A: A Merger Acquisition Buyout*. (4thed.). McGraw-Hill.
12. Rosenbaum, J. & Pearl, J. (2009) *Investment Banking: Valuation, Leverages Buyouts, and Mergers & Acquisitions*. John Wiley and Sons, Inc.
13. Shapiro, E. Mackmin, D & Sams, G. (2018) *Modern Methods of Valuation*, 12th Editions: Routledge

Reading Financial Newspapers is highly recommended. Current financial news should be helpful for valuation projects.

MHRM - 20/III/EC-04: E-BUSINESS AND DIGITAL MARKETING

Course Objective:

The objective of the course is to enable students to become familiar with the mechanism for conducting business through electric means. The course also aims to develop understanding about digitalization of marketing environment and its dimensions.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To know the concept of e-business and its various aspects.

CLO2: To know about electronic payment system and associated security issues.

CLO3: To learn about digital marketing strategy and tools.

CLO4: To analyze digital marketing activities and measure its effectiveness.

CLO5: To understand role of digital marketing in e-business.

Course Contents:

Unit I- Introduction to E-Business: Overview of e-business; Origin and need of e-business; Factors affecting e-business; Major requirements in e-business; Emerging trends and technologies in e-business; E-business models; E-market and its types; E-government services; Management challenges and opportunities; Impact of e-commerce on business.

Unit II- Payment Gateways Management: Electronic payment system, electronic cash, smart cards, risk and electronic payment system, unified payment interface, mobile wallets; Application and management; Role of National Payments Corporation of India.

Unit III- Introduction to Digital Marketing: Digital marketing plan and strategy; Competitive strategy in the digital era; Digital marketing mix; Digital marketing channels- digital advertising, e-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing.

Unit IV- Marketing Analytics: Digital marketing media; Budget allocation; ROI for digital marketing; Analytics and Key Performance Indicators (KPI); Attribution models and frameworks; Digital marketing in governance; Emerging technologies for digital marketing; Leading and managing digital marketing teams.

Unit V- Digital Marketing in E-Business: Role of digital marketing in e-business; Latest developments and strategies in digital marketing; Business model for aggregators; E-business for start-ups.

Suggested Readings (Unit wise)

Chaffey, D. (2011). *E-Business and E-Commerce Management: Strategy, Implementation and Practice*. Pearson Education India. Unit(s) - I, II and V

Ian Dodson, I. (2016). *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*. Wiley. Unit(s) – III, IV

Kotler, P., Kartajaya, H. & Setiawan, I. (2017). *Marketing 4.0: Moving from Traditional to Digital*. Wiley. Unit(s) - III, IV

Marilyn Greenstein, M. & Feinman, T. (2000). *Electronic Commerce: Security Risk Management and Control*. McGraw-Hill Inc. Unit(s) - II

Winston, W.L. (2016). *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. Wiley Unit(s) - IV

MHRM - 20/III/EC-05: FINANCIAL PLANNING

Course Objective:

The course in financial planning intent to enable critical thinking in students with respect to analysis and application of innovative solutions to varied financial problems.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand the premise of financial planning and identify the financial goals.

CLO2: To critically evaluate the investment instruments suitable for different financial goals in different time span.

CLO3: To apply appropriate financial instruments to manage individuals' finances.

CLO4: To identify and analyze financial constraints and provide feasible solutions thereof.

CLO5: To assess and execute financial plans for achieving financial goals.

Course Contents:

Unit I- Financial Planning & Investment Environment: Financial planning process and life cycle approach, ascertainment of financial goals; Application of investment alternatives in financial plans - Bonds, Equity Shares, Mutual Funds, Fixed Deposits, PPF, Financial Derivatives, Commodity derivatives, gold & bullion; Innovative investment products like Exchange Traded funds (ETFs), Real Estate Investment Trusts (REITS), Infrastructure Investment Trust (INVITS); Independent opening and operation of trading and demat account.

Unit II- Diversity in Financial Planning: Planning for life insurance and health insurance; Primary clauses in life and healthcare insurance agreement; Application of compounding and indexing; Balancing Mutual Funds, Funds' CAGR, SIP/ SWP/ STP and Index Funds; Identification of common stocks with uncommon profits; Identification of competitive durable advantage of equity; Equity with moat; Principles and variables of value investing system (Using cases of equity from BSE/NSE).

Unit III- Building Financial Plans: Critical analysis of investments; Insurance and tax saving instruments; Risk assessment of individual; Building financial plans using spreadsheets; Evaluation of financial plan.

Unit IV- Investment in Primary Market: Concept of Initial Public Offer (IPO), FPO, Offer for sale, Private placement; IPO process; Eligibility & Norms for IPO; Role of credit rating agency; Categories of IPO- traditional and contemporary.

Unit V- Credit & Retirement Planning: Assessment of credit; Reverse mortgage; Optimal use of education loan, consumer and housing finance; EMI- calculations & long term impact; Credit card management; Overdraft protection; Credit history; Retirement solutions; Critical analysis of retirement planning; Pension plans including taxes and inflation; Estate planning- objectives of will, creating a valid will; Power of attorney.

Note: Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

Suggested Readings (Unit wise)

Buffet, Marry & Clark, David (2011). *Warren Buffett and the Interpretation of Financial Statement*.

Unit(s) - I, II

Fisher, A. Philip (2010). *Common Stocks and Uncommon Profits*. Wiley. *Unit(s) – I, II*

Graham, Benjamin (2017). *The Intelligent Investor*. *Unit(s) – I, II*

Keown, A.J. (2017). *Personal Finance – Turning money into wealth*. Pearson Publication.

Unit(s) – III, V

Khurshed, Arif (2016). *Initial Public Offerings: The mechanics and performance of IPOs*. Harriman House Publishing. *Unit(s) – IV*

Madura, Jeff (2016). *Personal Finance*. Pearson. *Unit(s) – I, III, V*

Soota, Ashok & Gopalan, S.R. (2012). *Entrepreneurship Simplified: From Idea to IPO*. Penguin Random House India. *Unit(s) – IV*

Spier, Guy (2014). *The Education of Value Investor*. Palgrave. *Unit(s) – I, II*

www.market Mojo.com:

Unit I, II

www.moneycontrol.com:

Unit I, II

www.valueresearch.com:

Unit I, II

www.yahoofinance.com:

Unit I, II, IV

Note: Latest edition of the readings may be used.

Semester IV

During Semester IV of the program, in addition to the **six** compulsory papers, a student shall have to choose **two** elective courses from the list of optional papers announced at the beginning of Semester IV. Compulsory papers and elective papers are listed below.

Contents of Core Courses of Semester - IV

MHRM - 20/IV/CC-01: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective:

This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To know HRM issues in international contexts; issues related to host, home and third nationals

CLO2: To become aware about the international culture and diversity

CLO3: To understand the selection process, expatriate management and repatriation

CLO4: To understand the international training, compensation and appraisal.

CLO5: To understand international mergers and industrial relations.

Course Contents:

Unit I-International Context of HRM: Introduction to IHRM; Human resource management in the international firm- the framework; Cross national differences in personnel and organizations- cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

Unit II- International Cultural Environment: The concept of culture, comparison of cross-cultural behavior, managing diversity- causes of diversity, the paradox of diversity, cultural orientation in international business, emic vs. etic dilemma- cultural uniqueness vs. pan-culturalism.

Unit III-International Staffing: Hiring— sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN"s and TCN"s; International transfers; Expatriate management- problems of repatriation of overseas expatriates and strategies to tackle these problems.

Unit IV-Training, Development and Compensation in International Perspective: Training and development for expatriates; Training and development for international staff; Compensation in international perspective- factors, package, methods and trends; International reward system; Motivation in cross-cultural context; Multinational performance appraisal – criteria and process, performance management.

Unit V- Industrial Relations and Other Issues in IHRM: A framework for international industrial

relations; Employees participation – practices in various countries; Cross border ethics management; Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- complexities, challenges, and choices in future.

Suggested Readings (Unit wise)

- Aswathappa, K. and Dash, S. (2008). *International human resource management*. India: Mc Graw Hill Education. *Unit(s) – I, IV, V*
- Barlett, Christopher and Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press. *Unit(s) – II*
- Dessler, G. & Varkkey, B. (2008). *Human resource management*. Delhi: Pearson Education *Unit(s) – I, II, V*
- Dowling, Peter J., Festing M. & Engle, A.D. (2013). *International Human Resource Management*. Cengage Learning. *Unit(s) – I, II, III, IV, V*
- Fey, C. F. & Furu, P. (2008). Top management incentive compensation and knowledge sharing in multinational corporations. *Strategic Management Journal*, 29(12), 1301-1323. *Unit(s)-IV*
- Harzing, A. W. & Pinnington, A. (2010). *International human resource management*. Sage. *Unit(s) – II, IV*
- Johnson, J. P., Lenartowicz, T. & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of international business studies*, 37(4), 525-543. *Unit(s) -II*
- Lawler, J. J., Chen, S. J., Wu, P. C., Bae, J. & Bai, B. (2011). High-performance work systems in foreign subsidiaries of American multinationals: An institutional model. *Journal of International Business Studies*, 42(2), 202-220. *Unit(s) – I*
- McDonnell, A., Lavelle, J. & Gunnigle, P. (2014). Human resource management in multinational enterprises: Evidence from a late industrializing economy. *Management International Review*, 54(3), 361-380. *Unit(s) – V*
- Pucik, V., Evans, P., Bjorkman, I. & Morris, S. (2017). *The Global Challenge: International Human Resource Management*. Chicago Business Press. *Unit(s) – III*
- Roberts, K., Kossek, E. E. & Ozeki, C. (1998). Managing the global workforce: Challenges and strategies. *The Academy of Management Executive*, 12(4), 93-106. *Unit(s) – III*
- Rogan, M. & Sorenson, O. (2014). Picking a (poor) partner: A relational perspective on acquisitions. *Administrative Science Quarterly*, 59(2), 301-329. *Unit(s) – IV, V*
- Tayeb, M.H. (2005). *International human resource management*. India: Oxford University Press. *Unit(s) – III, IV*

Note: Latest edition of the readings may be used.

MHRM - 20/IV/CC-02: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective:

To impart knowledge related to the strategic issues surrounding people at the work front and to expose the students towards multidimensional competitive forces affecting HR decisions.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To develop a perspective of strategic human resource management and be able to distinguish the strategic approach to human resources from the traditional functional approach.

CLO2: To understand the relationship of HR strategy with overall corporate strategy and craft effective functional strategies.

CLO3: To learn about the existing SHRM practices as followed in different organizations.

CLO4: To develop an understanding to link HR with firm performance and evaluation of HR effort.

CLO5: To get an overview of contemporary issues related to SHRM and its unfolding areas in future.

Course Contents:

Unit I-Introduction: Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & corporate strategy; Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies and HR competency model.

Unit II-HR Strategies: Importance of HR in strategy formulation, strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Types of HR strategies, strategic HRD, developing HR strategies; Managing workforce diversity.

Unit III- SHRM in Practice: Identifying strategic positions; Managing employee relations - unions and strategic collective bargaining; Strategic change, restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioral issues in strategy implementation.

Unit IV- SHRM and Business Performance: SHRM for competitive advantage; High performance work systems and SHRM; HRM and firm performance; Evaluating SHRM effectiveness; HRM and customer outcomes; HR metrics; HC BRidge framework model.

Unit V- Trends and Issues in SHRM: HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; Seat at the table effort; HRM in developing countries; Technology and HRM; Corporate ethics, values and SHRM; Future of SHRM.

Suggested Readings (Unit wise)

Agarwala, T. (2007). *Strategic Human Resource Management*. OUP.

Unit(s) - II

Baron, James N. & David M. Kreps (1999). *Strategic Human Resources – frameworks for general managers*. Wiley (Chapter 19 for Unit V)

Unit(s) - V

Greer, C.R. (2001). *Strategic Human Resource Management: A general managerial approach*. Pearson Education.

Unit(s) – I

Kaufman, Bruce E. (2015). Evolution of Strategic HRM as seen through two founding books: a 30th anniversary perspective on development of the field, *Human Resource Management, SHRM thirtieth*

anniversary review, May–June, 54(3). 389–407.

Unit(s) - I

Mello, J. A. (2006). *Strategic Management of Human Resources*. South Western. (Chapter 4 for Unit I, Chapter 6 for Unit III & Chapter 10 for Unit IV)

Unit(s) – I, III and IV

Schuler, R. S. & Jackson, S. E. (2007). *Strategic Human Resource Management*. India: Wiley. (Chapter 6 for Unit IV & Chapter 22 for Unit V)

Unit(s) – IV & V

Additional Readings

Becker, B. E. & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(6), 898–925.

Becker, B. & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39, 779-812.

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance, *Academy of Management Journal*, 38, 635-673.

Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business School Press

Robin, Kramar (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *International Journal of Human Resource Management*, 25(8), 1069-1089.

Thomas C. Powell, Dan Lovallo and Craig R. Fox (2011). Behavioral Strategy - Psychological Foundations of Strategic Management. *Strategic Management Journal*, 32(13), 1369-1386.

Ulrich, D. (1996). *Human Resource Champions: the next agenda for adding value and delivering results*. Boston: Harvard Business School Press.

MHRM - 20/IV/CC-03: HR ANALYTICS

Course Objective:

The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employee behavior.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To understand role of analytics in human resource management.

CLO2: To develop knowledge about HR metrics and types of analytics in HR.

CLO3: To critically analyze the HR effectiveness and its impact on employee life cycle & experience.

CLO4: To analyze data driven insights out of HR analytics.

CLO5: To help in implementation of predictive modeling and dashboards in HR.

Course Contents:

Unit I- Introduction to HR Analytics: Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.

Unit II- Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.

Unit III- Dynamics of HR Metric: People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.

Unit IV- Data Mining Techniques: Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.

Unit V- Decision Making Based on Analytics: Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

Suggested Reading List (Unit wise)

Edwards, M. & Kirsten Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page. Unit(s) – III

Isson, J.P. Harriott & J.S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. John Wiley & Sons. Unit(s) – II

James, E.R. (2017). *Business Analytics*. UK: Pearson Education Limited. Unit(s) –I, II, III, IV

Van, Wieren S. (2017). *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish*. Technics Publications LLC. Unit(s) - I, II, III, IV, V

MHRM - 20/IV/CC-04: MANAGING INNOVATION AND TRANSFORMATION

Course Objective:

The objective of the course is to make the students develop the art of unlearning for thinking afresh and to provide new and innovative solutions to the problems by unleashing their creative potential, and developing the ability to lead transformation.

Course Learning Outcomes: The successful completion of this course shall enable the student:

CLO1: To unleash the creative potential using various creativity techniques and demonstrate lateral thinking from different perspectives.

CLO2: To generate innovative ideas leading to orbit shifting innovation.

CLO3: To transform business organization using new technology and innovative ideas.

CLO4: To implement business process reengineering in business organizations leading to transformation of organizations.

CLO5: To provide transformational leadership in organizations.

Course Contents:

Unit I- Managing Creativity in Organizations: Managing creativity- an overview; Understanding creativity; Unblocking creative potential; Creativity techniques (brainstorming; lateral thinking; forced relationship; morphological analysis; attribute listing, etc.); Practical exercises on Edward de Bono Six Thinking Hats.

Unit II- Managing Innovation: Introduction to concepts of orbit-shifting innovation; Internalizing the basic capabilities required for innovation; Strategies for innovation; Strategies for fast paced innovation; Frugal innovation; Case studies on innovation and practical exercise on innovative idea generation.

Unit III- Management of Transformation: Transformation- concept and significance; Management of transformation through new technology and innovations- innovative technology – autonomous vs. induced inventions; Disruptive technology - mobile machines and the - internet of things, driverless cars, etc.; Case Studies on transformation.

Unit IV- Management of Transformation through Business Process Reengineering: BPR as a tool of managing transformation; BPR – An imperative for survival; Reengineering imperative in USA, Europe, India, et al; Five steps methodology to implement BPR; Practical exercise on BPR and case studies on BPR.

Unit V- Leadership in Transformation: Transformational Leadership - role of transformational leaders in turnaround management, downsizing, mergers and acquisitions; Developing a personal leadership approach for today's global business; Emerging dimensions in creativity, innovation, and organizational transformation.

Suggested Readings (Unit wise)

Anderson & Markides (2007). Strategic Innovation at Base of the Pyramid, SMR. *Unit(s) –I, II*

Barbour, JoAnn Danelo & Hickman (ed) (2011). *Leadership for Transformation*. Paperback.

Unit(s) –V

Hammer, M. & J. Champy (1993). *Reengineering the Corporation*. London: Nicholas Brearley Publishing. *Unit(s) –IV*

Jayaraman, M.S., Ganesh, Natarajan & A. V. Rangaramanujan (2012). *Business Process*

<i>Reengineering</i> . New Delhi: Tata McGraw-Hill Publishing Co. Ltd.	Unit(s) -IV
Kelly, James N. & Francis, J. Gouillart (1995). <i>Transforming the Organization</i> . New York: McGraw-Hill.	Unit(s) -III
Mitsch, R.A. (1990). <i>Three Roads to Innovation</i> .	Unit(s) -II
Robert, Sutton (2001). <i>Weird Rules of Creativity</i> .	Unit(s) -I

Additional Readings

- Bresnahan, Jennifer *Ways to Build an Innovative Environment*.
- Coulson Thomas, C., *Transforming the Company*, London: Kogan Page.
- Hart & Christensen (2002). *The great leap- Driving innovation from the BoP*, CMR Kirsten Sandberg *Ten Commandments for Low-Cost Trend Spotting*
- Noori, H. and Radford, *Readings and Cases in Management of New Technology*, Prentice Hall, New York.
- Prahalad (2004). *The fortune at the bottom of the pyramid*. Pearson Publications Peters, Tom: *Strategies for Fast Paced Innovation*
- Sawhney, Mohan & Jeff Zabin, *The Seven Steps to NIRVANA: Strategic Insights into e-Business Transformation*. New Delhi: Tata McGraw-Hill.
- Scully, J: *Managing Creativity or Managing Transformation* Shukla, M: *Demythifying Corporate Innovativeness*
- Shukla, M: *Managing Creative Talents*
- Simanis & Hart (2006). *Expanding Possibilities at the BoP*, Innovations Singer, T & Buchanan, L., *Innovation Factor: Field Guide to Innovation*
- Varadarajan (2009). *Fortune at the bottom of the innovation pyramid: The strategic logic of incremental innovation*, BH.
- Whitekar, D. H., *Managing Innovations*, Cambridge University Press, Cambridge.

MHRM - 20/IV/CC-05: MANAGING HUMAN RESOURCES IN SMEs/START-UPS

Course Objectives:

The legitimization of Human Resource (HR) is generally undermined among Small & Medium Enterprises (SMEs)/Start-ups. The objective of this course is to help the students appreciate the significance of formalizing HRM in SMEs/Start-ups. The course is designed to promote an understanding of the key issues that apply to the sector. The syllabus is intended for both, HR specialists as well as entrepreneurs.

Course Learning Outcomes:

CLO1: Understanding the significance of HRM among SMEs/Start ups

CLO2: Learning to design and apply HRM practices in SMEs

CLO3: Developing an understanding of the role of CEOs/leadership and culture in implementing HR practices

CLO4: Learning to measure HR practices in SMEs/Start-ups

Course Contents:

Unit I: Business Environment and SMEs/Start-ups: Growth and current status; Difference between HRM for SMEs/ Start-ups and large corporations; Stages of growth in SMEs and HR implications; HR models in SMEs.

Unit II: HRM practices in SMEs/Start-ups: recruitment, retention, training, rewarding, and performance management.

Unit III: Determinants of best HR practices in SMEs: role of CEO/leadership; SME culture.

Unit IV: Problems with implementing HR practices in SMEs: balancing formal practices with flexibility

Unit V: Measuring HR practices in SMEs/Start-ups.

Text Books:

1. Amitabha Sengupta: Human Resource Management - Concepts, Practices, and New Paradigms, Sage Publication.
2. Anindya Basu Roy, Sumati Ray: Competency Based Human Resource Management, Sage Publication.
3. K Ramkumar: Leveraging Human Capital, McGraw Hill.

Suggested Readings:

1. Bacon, N. & Hogue, K. (2005). *HRM in the SME Sector: Valuable Employees and Coercive Networks*. International Journal of Human Resource Management, 16(11): 1976–1999.
2. Barrett, R., & Mayson, S. (Eds) (2008). *International Handbook of Entrepreneurship and HRM*. London: Edward Elgar.
3. Cardon, M., & Stevens, C. (2004). *Managing Human Resources in Small Organisations: What Do We Know?*. Human Resource Management Review, 14 (3): 295–323.
4. Cassell, C., Nadin, S., Gray, M. & Clegg, C. (2002). *Exploring Human Resource Management Practices in Small and Medium Sized Enterprises*. Personnel Review,

31:671-693.

5. Heneman, R.L., Tansky, J.W., & Michael Camp, S. (2000). *Human Resource Management Practices in Small and Medium-Sized Enterprises: Unanswered Questions and Future Research Perspective*. *Entrepreneurship: Theory & Practice*, 25: 11-26.
6. Lewis, V. L., & Churchill, N. C. (1983). *The Five Stages of Small Business Growth*. *Harvard Business Review*, 61 (3), 30-50 1983. Available at SSRN: <https://ssrn.com/abstract=1504517>
7. Sels, L., De Winne, S., Delmotte, J., Maes, J., Faems, D. & Forrier, A. (2006) *Linking HRM and Small Business Performance: An Examination of the Impact of HRM Intensity on the Productivity and Financial Performance of Small Businesses*. *Small Business Economics*, 26: 83–101
8. Sheehan, M. (2013). *Human Resource Management and Performance: Evidence from Small and Medium- Sized Firms*. *International Small Business Journal*, 32 (5), 545-570.

MHRM - 20/IV/CC-06: ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY

Course Objective:

The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in governance and corporate citizenship. The course will also provide the necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To create a framework for effective corporate governance by understanding the role and responsibility of different stakeholders in large corporates and how their interplay results in alternate governance structures in different countries.

CLO2: To appreciate the accountability of corporations towards its stakeholders and society and to create an integrated value framework for sustainability.

CLO3: To serve as an effective board member, build professional boards and as senior managers contribute in strengthening board performance.

CLO4: To know about rights and responsibilities of shareholders.

CLO5: To build and monitor systems that has strong internal controls to prevent corporate frauds.

CLO6: To appropriately address ethical issues such as conflicts of interest and insider trading.

CLO7: To conduct board and company meetings and prepare corporate reports.

Course Contents:

Unit I- Concepts and Framework: Terminology- company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders; Type of directors- insider and outsider, executive and non-executive, independent, nominee; Ownership and control; Theories and development of corporate governance; Models- types and basis of adoption; Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

Unit II- Boards and Directors: Role of board; Board composition, independence, and committees; Board leadership- splitting chairman and CEO, CEO succession, lead director; Board processes and meetings, building professional boards – directors' selection, executive compensation and stock option; directors' training and competence, board diversity, board evaluation; Boards oversight of CEO.

Unit III- Stakeholders and Shareholder: Shareholders rights and responsibilities; Differential voting rights; Voting mechanism; Class action suit; Rights of minority shareholders; Activism – exit or voice, shareholder proposals, institutional activism, stewardship code, foreign institutional investors, proxy advisory firms; Corporate Social Responsibility- meaning and models; CSR and strategy, CSR in India.

Unit IV- Audit Committee and Risk Management: Internal control; IT governance; Reliability of financial statements; Audit and auditors- selection, rotation and role; Audit committee- composition and role; Risk management; Related party transactions.

Unit V- Ethics: Meaning and importance; Ethical theories and business decisions; Business ethics; Code of ethics- developing and implementation, ethical dilemma in decisions; Whistle blowing- meaning, types, regulations; Whistle blower policy- structure and execution; Insider trading- meaning, prohibition, trading plan, code and policy; Crony capitalism and corporate funding.

Unit VI- Corporate Governance in Special Companies: Family controlled firms- stages, convergence of ownership and control, family governance, family splits and succession planning, role of independent directors; Multinational enterprises- the global, local and transnational approach, OECD guidelines; SMEs-benefits and evaluation.

Unit VII- Sustainability and Reporting: Sustainable development goals, role of company in sustainable development; Disasters and liability; Sustainable reporting; Business responsibility reporting; Integrated reporting; Responsible investing.

The course will be taught through cases from across the world, latest cases, may be added by the Faculty.

Readings (Unit wise)

Companies Act, 2013, Parliament of India

Unit(s) -II, III, IV and V

Robert, A. G. Monks & Nell, Minow (2011). *Corporate Governance*. John Wiley & Sons.

Unit(s) - II and III

Satheesh Kumar, T.N. (2010). *Oxford Governance*.

Unit(s) - VI

SEBI (2015), Chapter IV, Listing Obligations and Disclosure Requirements Regulations.

Unit(s) - II, III, and IV

Sharma, J.P. (2016). *Corporate Governance, Business Ethics and CSR*. *Unit(s) - I, II, III, IV, V and VII*

Tricker, B. (2012). *Corporate Governance*. Oxford

Unit(s) - I and II

Additional Readings

Anti-corruption Action plan, Protection of Whistle Blowers, OECD Financial Aspects of Corporate Governance Report, 1992, UK Sarbanes-Oxley Act of 2002, USA

SEBI, Prohibition of Insider Trading Regulations, 2015

Contents of Elective Courses of Semester - IV

MHRM - 20/IV/EC-01: INDIAN ETHOS AND LEADERSHIP

Course Objective:

This course aims at building an understanding and perspective of Indian ethos and leadership. It helps appreciating Indian way of leading different organizations.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To know the relevance of Indian ethos and management lessons from scriptures.

CLO2: To understand ethical codes and value system in the work culture.

CLO3: To know the approaches to leadership through Indian traditions.

CLO4: To understand different approaches of leadership from India.

CLO5: To know contemporary Indian leadership practices as followed by leaders in modern organizations.

Course Contents:

Unit I- Indian Ethos: History and relevance of Indian tradition of understanding physical and metaphysical world; Appreciating scriptures and their role in shaping cognition and social interactions; Brief introduction to Indian philosophy.

Unit II- Perspectives on Ethics: Ethos and ethics; Morality, ethics and values; Indian values, ethical dilemmas shaping business and society interface- cues from Indian narrative tradition including Panchatantra and Arthashastra.

Unit III- Ethos – Leadership Interface: Perspectives on leadership through ancient values and Indian traditions; Leadership -in relevance to time, space, narratives and eternity; Moral principles for leadership based on Indian ethos; Target (goal) vis-à-vis process orientation; Leadership through storytelling.

Unit IV- Great Indian Thought on Leadership: Leadership lessons from sacred Indian texts as well as non-text sources; Gandhian thoughts on leadership; Vivekananda’s thinking on leadership; Personal character of a leader; Leader as seer, leader as servant, leader as agent.

Unit V- Contemporary Leadership Practices from India: Understanding relevance of leadership in contemporary times, role of Indian leadership model and its relevance in bringing world order; Appreciating diversity of Indian leadership model; Cases on Indian leadership practices.

Suggested Readings (Unit wise)

Balasubramanian, S. (2007). *The Art of Business Leadership: Indian Experiences*. Response Books. Sage. Unit(s) - V

Cappelli, Peter, Harbir, Singh, Jitendra, V. Singh & Michael, Useem (2010). Leadership Lessons from India. *Harvard Business Review* (March), 1-9. Unit(s) - V

- Chakraborty, S. K. (1995). *Ethics in Management-Vedantic Approach*. New Delhi: Oxford India Ltd.
Unit(s) – II
- Chatterjee, D. (2012). *Timeless Leadership – 18 Leadership Sutras*. Wiley. *Unit(s) - III and IV*
- Chaturvedi, B. (2006). *The Mahabharata: An Inquiry in the Human Condition*. Orient Longman.
Unit(s) - IV
- Das, G. (2009). *The Difficulty of Being Good, On the Subtle Art of Dharma*. India: Penguin Books
Unit(s) - I and IV
- Kautilya’s Arthashastra (2016), *King, Governance, and Law in Ancient India*. Oxford University Press.
Unit(s) - I
- Krishna, G. R. (1999). *Indian Ethos for Modern Management*. UBS Publishers Distributors Ltd.
Unit(s) - III
- Kumarasamy, A. (2006). *Gandhi on Personal Leadership*. Jaico Publishing House. *Unit(s) - IV*
- Nair, K. (1997). *A Higher Standard of Leadership: Lessons from the Life of Gandhi*. San Francisco: Berrett-Koehler Publishers.
Unit(s) – IV

MHRM - 20/IV/EC-02: MANAGING DIVERSITY

Course Objectives:

The objective of this course is to create awareness and understanding among students about the role and importance of valuing and managing diversity and to develop leadership skills required to manage a diverse workforce effectively.

Course Learning Outcomes:

CLO1: Understanding the concept of diversity and diversity related issues in a global context.

CLO2: Examine the theoretical perspectives on diversity and exclusion in the workplace.

CLO3: Identify issues related to cultural and gender diversity in the global workplace.

CLO4: Examine sources and dimensions of diversity in India.

CLO5: Appreciate the inclusive workplace model for managing diversity.

CLO6: Analyze diversity management programs, strategies and policies and examine its relationship to leadership.

Course Contents:

Unit I: An overview of the challenge of managing diversity in a global context.

Unit II: Theoretical perspectives on diversity and exclusion in the workplace.

Unit III: Managing cultural and Gender Diversity in the Global workplace.

Unit IV: Sources and dimensions of diversity in India.

Unit V: Diversity management and the inclusive workplace.

Unit VI: Diversity management and leadership.

Text Books:

1. Carol Harvey, M. June Allard: Understanding and Managing Diversity - Readings, Cases and Exercises, Pearson Education, New Delhi.
2. Michalle E. Mor Barak: Managing Diversity - Toward a Globally Inclusive Workplace, Sage Publishing.

Suggested Readings:

1. Barak, M. E. M. (2014). *Managing diversity: Toward a globally inclusive workplace* (3rd ed.). Sage Publications.
2. Ozbilgin, M, A Tatli& K. Jonsen. (2015). *Global diversity management an evidence - based approach*(2nded.). Palgrave.
3. Clements, P., & Jones, J. (2008). *The diversity training Handbook*. Kogan Page.
4. Bendl, R. I., Bleijenbergh, E. Henttonen& Mills A. J. (ed) (2015). *The Oxford Handbook of Diversity in Organizations*. Oxford University Press.
5. Kossek, E. E., &Lobel, S. A. (1997). *Managing diversity: Human Resource Strategies for Transforming the Workplace*. Oxford/Blackwell Publishers.
6. Ruffino, N. C. (1999). *Diversity success strategies*. Butterworth.

MHRM - 20/IV/EC-03: E-BUSINESS AND CYBER LAWS

Course Objective:

The course enables the student to comprehend different business scenarios operative on digital platform with the legitimacy of managerial process and actions.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To be equipped with a vision to formulate legitimate business process, product and policies on digital platforms.

CLO2: To work in the vertical of maintenance and compliance in E-business.

CLO3: To be as an entrepreneur to start and manage business on virtual platforms.

CLO4: To possess acumen to avoid traps of cyber threats in varied business and process thereof while operating in regular banking, e commerce, retail, consultancies or other business intermediary.

CLO5: To equip with judicial pronouncement of banks, e-commerce business platforms, manufacturing companies, social media platforms and other similar platforms, intermediaries or APPs, BPO's and KPO's.

Course Contents:

Unit I- Cyber Space and Business: Significance, limitations and framework of e-business; Models of e-business based on relationship of transacting parties; Virtual payment platforms- application of cyber laws in different digital payments including pre-paid instruments; Precautions in using electronic payments, zero liability and limited liability protections by RBI.

Unit II- Definitions: Under Section 2 of the Information Technology Act and its application in creating business products and policies- e-contract, e-forms, encryption, data security, access, computer, computer network, computer resource, computer system, data, digital signature, electronic record, information, intermediary, originator, public key, secure system, as defined in the Information Technology Act, 2000; Privacy of data; Access to user data.

Unit III- Authentication of Electronic Records: Business scenario and cases; Legal recognition of electronic records and digital signatures- cases and judicial pronouncements; Use of electronic records and digital signatures in government and its agencies; Retention of electronic records- synthesis for business data; Acknowledgement and dispatch of electronic records- cases of management submissions and contracts; Administration of the Act; Issue, suspension and revocation of digital signatures certificate, reduction of cost in compliance.

Unit IV- Penalties and Adjudications: Cases and judicial pronouncement of banks, e-commerce business platforms, manufacturing companies, social media platforms, intermediaries or apps, BPO's and KPO's, human resource consultancies; Offences: analysis of business process leading to offences in business organizations including banks, digital marketing platforms, digital information platforms, blogging websites, matrimonial or jobs portals.

Unit V- Judicial Pronouncements and Synthesis for Business Decisions:

- Umashankar Sivasubramanian v ICICI Bank (2462/2010),
- „Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC,
- „State v Mohd. Afzal and others (2003),
- „Syed Asifuddin and Ors.vThe State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96,
- „SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra”, No. 1279, 2001,

- „R v Graham Waddon., Southwark [Crown Court, 30/6/1999,
- „National Association of Software and Service Companies (NAASCOM) v Ajay Sood. (2005) F.S.R. 38
- Hammontree Vs State, 283 Ga App736, 642 SE 2d 412(2007)
- US vs Tank, 200F.3 d 627, 53 Fed R Evid Serv 830
- Laughner vs State, 769 N E 2d 1147 (Int Ct.App 2002)
- Groff vs America Online, Inc, 1998 WL 307001
- P R T Agency vs Union of India, AII23, 2006 (1)

Suggested Readings (Unit wise)

Chaffey, Dave (2011). *E-business and E-commerce Management*. Pearson Education.

Unit(s) – I

Efrain Turban, Jae Lee, King, David & H.M., Chung (2002). *Electronic Commerce-A managerial Perspective*. Pearson

Unit(s) – I

Rattan, Jyoti (2017). *Cyber Laws & Information Technology*. Bharat Law House Pvt Ltd.

Unit(s) – II, III

Sharma, J. P. & Kanojia, S. (2018). *E Business and Cyber Laws*. Bharat Law House.

Unit(s) – I, II, III, IV, V

Additional Readings

Brian, Craig (2012). *Cyber Law: The Law of the Internet and Information Technology*. Pearson Education

Dietel, H. M. (2001). *E-business and E-commerce for managers*. Pearson Education. Joseph, P.T.

(2015). *E-Commerce-An Indian Perspective*. PHI

MHRM - 20/IV/EC-04: SKILLS AND TECHNIQUES OF ACCOUNTING

Course Objective:

A practical approach to impart skills of maintaining and recording various kinds of business transactions and accounting information using computerized accounting software.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

CLO1: To explain the concept of accounting and various books of accounts.

CLO2: To understand computerized account system and its need.

CLO3: To maintain accounts on Tally.

CLO4: To prepare Bank reconciliation Statement using Tally.

CLO5: To do Payroll Accounting in Tally.

Course Contents:

Unit I-Introduction to Accounting: Accounting- concept, principles of accounting, users of accounting information, advantages and limitations of accounting.
Introduction to subsidiary books, and final accounts.

Unit II-Computerized Accounting System: Introduction to accounting; Concept of computerized accounting system, advantages and disadvantages of computerized accounting system.

Unit III-Accounting in Tally: Introduction, company creation, vouchers creation, transactions recording, outstanding report of customers and suppliers.

Maintaining inventory details, creation of price list, godowns detail, warn on negative stock and cash balance, maintaining bill wise details.

Generating various financial statements and reports- balance sheet, profit and loss account, funds flow statement, cash flow statement, day book, account book, inventory books, trial balance, exception reports.

Basics of GST in Tally- purchase and sales of goods entry for GST purpose; Single and multiple tax rate entries; Service tax entry; Use of GST classification; Entries related to reverse charge mechanism; GST on packing charge and discount in sales purchase entry; Entry for cess based on value and quantity; Application of GST for selling single item at different prices; Entry for ineligible ITC.

Unit IV-Bank Reconciliation Statement: Concept of bank reconciliation statement, need of bank reconciliation statement; Bank Reconciliation Statements using tally.

Unit V-Payroll Accounting: Concept and uses of payroll accounting; Payroll accounting using tally.

Suggested Readings (Unit wise)

Goyal, V. K. & Goyal, R. (2013). *Financial Accounting*. PHI Learning Pvt. Ltd. *Unit(s) - I*

Tally Education Private Limited: *Computerized Accounting Using Tally.ERP9*

Schroeder, Richard G., Clark, Myrtle W. & Cathey, Jack M. (2005). *Financial Accounting Theory and Analysis, Text Readings and Cases*. John Wiley and Sons. *Unit(s) - I*

Tally Education Private Limited: *GST using Tally ERP 9*. *Unit(s) – II, III, IV, V*

Note: Latest edition of the readings may be used

MHRM - 20/IV/EC-05: SALES FORCE MANAGEMENT

Course Objectives:

The purpose of the course is to develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force.

Course Learning Outcomes:

CLO1: Understanding the role, importance and various aspects related to sales management, personal selling and salesmanship.

CLO2: Understanding the issues related to organizing, selecting and developing of sales force.

CLO3: Understanding about designing and implementation of various aspects related to operating sales force market structure and how supply is determined in each.

CLO4: Understanding the techniques of controlling and evaluating sales efforts.

Course Contents:

Unit I: Personal Selling and Marketing Strategy: Sales Management and the business Enterprise, sales management, personal selling process and salesmanship, setting personal selling objectives, determining sales related marketing policies, formulating personal selling strategy.

Unit II: Organizing, Staffing and Training sales force: Sales organization structures, recruiting and selecting sales people, planning, executing and evaluating sales training programs.

Unit III: Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories.

Unit IV: Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance.

Text Books:

1. Darmon Rene Y: Leading the Sales force – A Dynamic Management Process, Cambridge University Press.
2. Neil Rackham: The SPIN Selling Field book - Practical Tools, Methods, Exercises and Resources, McGraw Hill.

Suggested Readings:

1. Jobber, D., Lancaster, G. (2015). *Selling and Sales Management* (10th ed.) Pearson Education.
2. Johnston, M. W., Marshal, G. W. (2013). *Sales Force Management* (11th ed.). New Delhi: Tata McGraw-Hill Education.
3. Spiro, R., Rich, G., & Stanton, W. (2015). *Management of a Sales Force* (12th ed.). New Delhi: Tata McGraw-Hill Education.
4. Still, R.R., Cundiff, E. W., & Govoni, N. A. P. (2011). *Sales Management: Decision, Strategy and cases* (5th ed.). Pearson Education.
5. Tanner Jr., J.F., Honeycutt Jr., E.D., Erffmeyer, R. C. (2013). *Sales Management*, (1st ed.). Pearson Education.