



**BHARATI VIDYAPEETH
DEEMED TO BE UNIVERSITY, PUNE (INDIA)**

(Established u/s 3 of the UGC Act, 1956 vide Notification No.F.9-15/95-U-3 of the Govt. of India)

'A+' Grade Accreditation by NAAC

"Social Transformation Through Dynamic Education"

SCHOOL OF DISTANCE EDUCATION

PROGRAMME GUIDE

OF

**MASTER OF BUSINESS ADMINISTRATION- HUMAN RESOURCES
(MBA - HR)**

With effect from 2018-19

BHARATI VIDYAPEETH DEEMED TO BE UNIVERSITY, PUNE
SCHOOL OF DISTANCE EDUCATION
Under: The Faculty of Management Studies
MASTER OF BUSINESS ADMINISTRATION – HUMAN RESOURCES (MBA - HR)
 (Choice Based Credit System)
 To be effective from 2018-19

1. INTRODUCTION :

The Master of Business Administration (HR) is a two-year programme offered by Bharati Vidyapeeth Deemed To Be University (BVDU), Pune and conducted at its Management Institutes in Pune, New Delhi, Karad, Kolhapur, Sangli, and Solapur. All the six institutes have experienced faculty members, excellent Laboratories, Library, and other facilities to provide proper learning environment to the students. This programme is very well received by the industry.

2. RATIONALE FOR SYLLABUS REVISION:

The Vision and Mission statements of the MBA (HR) program embody the spirit of the mission of the University and vision of Late Dr. Patangraoji Kadam, the Founder of Bharati Vidyapeeth and Chancellor, Bharati Vidyapeeth Deemed To Be University, which is to usher in *“Social Transformation through Dynamic Education*

3. VISION STATEMENT OF MBA (HR) PROGRAM :

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

4. OBJECTIVES OF THE MBA (HR) PROGRAM :

The objective of MBA (HR) Programme is to provide world class Business Education and develop dynamic managers, entrepreneurs and business leaders. The program aims to develop the Decision Making capabilities of upcoming manager by enhancing Analytical Skills.

5. LEARNING OUTCOMES FROM THE MBA (HR) PROGRAM :

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

- Analyze problems and design effective and efficient solutions
- Learn new technologies with ease and be productive at all times
- Read, write, and contribute to Business literature
- To Develop Team Spirit and Leadership Capability.
- Be a good citizen in all respects.

6. ACADEMIC PLANNER

	For June Admission Session Students	For January Admission Session Students
Admission Date	1 st July to 30 th September	1 st January to 28 th February
Eligibility Document Submission	1 st July to 30 th September	1 st January to 31 st March
Internal Home Assignment Submission	For Sem - I, III - August to September For Sem - II, IV - March to April	For Sem - I, III - March to April For Sem - II, IV - August to September
Examination Form Submission	For Sem - I, III - August to September For Sem - II, IV - March to April	For Sem - I, III - March to April For Sem - II, IV - August to September
University Examinations	For Sem - I, III - December For Sem - II, IV - June	For Sem - I, III – June For Sem - II, IV - December

7. ADMISSION PROCEDURE

The Application Form is available at each Academic Study Centres. The candidate will have to apply for admission to any academic programme of his / her choice in the prescribed form attached with Information booklet. University has made available the facility of 'Online application for Admission' to the students to apply for admission to the various programs. The candidate will be admitted provisionally to the programme on verification of the eligibility for admission. He / She will be asked to complete the eligibility requirement by submitting the required Marksheets, Leaving/Transfer Certificate, Educational Gap Certificate (if required), Aadhaar Card etc. After verification of required documents candidate admission will be confirmed.

8. ELIGIBILITY FOR ADMISSION:

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

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate applying in final year of bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.

3. Subject to the above conditions, the final admission is based solely on
 a) Submission of Migration Certificate, Transference Certificate etc.

9. DURATION

The minimum duration of the MBA degree programme is two years divided into four semesters although student may complete the programme gradually within a maximum period of Six years. If Programme is not completed successfully during Six years, he/she will be required to take fresh admission.

10. MEDIUM

The medium of instruction and examination is English only.

11. STRUCTURE OF THE PROGRAMME :

The MBA-HR programme is of 76 credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the Units in the specialization in depth. The course also includes Internship / Summer Training of 60 days.

12. CREDITS:

The definition of credits is based on the following parameters;

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

In this system each credit can be described as a combination of components such as Personal Contact Sessions (PCP), Home Assignments, Practicals, teleconferencing, Audio Programme, Video Lectures. These components are further elaborated for an effective teaching learning process;

- Personal Contact Sessions (PCP): Personal Contact sessions delivered by Faculty member in an interactive mode.
- Home Assignments (IA):- It is compulsory to submit Assignments.
- Practical (P): It includes LAB sessions for IT related courses & Business Communication practice sessions.

13. A) SCHEME OF EXAMINATION:

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

Courses having **only Internal Assessment (IA)** the respective Study Centre will evaluate the students in various ways such as **Class Test, Presentations, Field Assignments and Mini Projects** for a total of 100 marks during the term. Then the marks will be converted to grade points and grades.

Open Courses shall be evaluated for 50 marks only (fifty marks only) *through Practical Assignments, Mini Projects, Field work, scrap book* etc depending on the subject.

B) COMPONENTS OF CONTINUOUS EVALUATION SYSTEM:

For Internal Assessment, under CBCS, the Continuous Evaluation (CE) pattern will be followed. Following are the suggested components of Continuous Evaluation System(CES),

- a) Case Study/Caselet/Situation Analysis- (Group Activity or Individual Activity)
- b) Field Assignment
- c) Role play
- d) Industry Analysis (Group Activity or Individual Activity)
- e) Business plan
- f) Quiz
- g) Workbook / scrapbook
- h) Presentations
- i) Mini Research Projects

14. GRADING SYSTEM FOR PROGRAMMES UNDER FACULTY OF MANAGEMENT STUDIES:

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

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

Range of Marks (%)	Grade	Grade Point
80≤Marks≤100	O	10
70≤Marks≤80	A+	9
60≤Marks≤70	A	8
55≤Marks≤60	B+	7
50≤Marks≤55	B	6
40≤Marks≤50	C	5
Marks < 40	D	0

15. STANDARD OF PASSING:

For all courses, both UE and IA constitute separate Heads Of Passing (HoP). In order to pass in such courses and to earn the assigned credits, the learner must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA. If learner fails in IA, the learner passes in the course provided he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the learner passes at UE.

- A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student who fails in a course at IA he has to reappear only at IA as backlog candidate and clear the Head of Passing, to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 60% and 40% respectively.
- GPA is calculated by adding the UE marks out of 70 and IA marks out of 30. The total marks out of 100 are converted to grade point, which will be the GPA.

16. FORMULA TO CALCULATE GRADE POINTS (GP)

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

Then GP is calculated by the following formulas

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

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

The SGPA is calculated by the formula

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

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

The CGPA is calculated by the following formula

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

where, C_k is the Credit value assigned to a course and GPK is the GPA obtained by the learner in the course. In the above, the sum is taken over all the courses that the learner has undertaken for the study from the time of his/her enrollment and also during the semester for which CGPA is calculated. **The CGPA shall be calculated up to two decimal place accuracy.**

The formula to compute equivalent percentage marks for specified CGPA:

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

17. AWARD OF HONOURS:

A student who has completed the minimum credits specified for the programme shall be declared to have passed in the programme. The final result will be in terms of letter grade only and is based on the CGPA of all courses studied and passed. The criteria for the award of honours are given below.

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

18. ATKT RULES:

A student is allowed to carry any number of backlog papers of Semester I and Semester II while going into Semester III. However, a student must clear all papers of Semester I and Semester II so as to become eligible for appearing in examinations at Semester IV.

19. DUAL SPECIALIZATION:

M.B.A.(HR) programme 2018-19 offers Dual Specialization to the students in second year of MBA(HR) Programme. Under dual specialization students are required to select any **Two Specialization** from the list given below in 4.2.

Specialization Combinations:

For MBA(HR), one specialization HR is commonly offered to the students, The second specialization may be chosen by the student in the following manner.

Specialization I

Human Resource Management

Specialization II (any one of these)

Human Resource Management (Core)
Marketing Management
Financial Management
Information Technology Management
Production & Operations Management
International Business Management
Agribusiness Management
Retail Management

20. SUMMER INTERNSHIP :

At the end of Semester II, each student shall undertake Summer Internship in an Industry for 60 (**Sixty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic & the Organisation before commencing the Summer Internship.

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

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

In case of an operational assignment

- 1) Students are expected to do a small research work in an organization wherein they are doing Summer Internship.
- 2) The students should identify specific problems faced by the organization in a functional area in which the assignment is given.
e.g.
 - a) Sales - sales targets are not achieved for a particular product or service in a given period of time.
 - b) Finance – mobilization & allocation of financial resources.
 - c) HR – Increase in employee turnover ratio.
- 3) In this study students should focus on
 - Identifying the reasons / factors responsible for the problems faced by the organization
 - Collection of data related to reasons /factors responsible for these problems
 - Data Analysis & interpretation
 - Findings & observations.
 - Suggestions (based on findings & observations) for improving the functioning of the organization.

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

- 4) General chapterization of the report shall be as under;
 - 1) Introduction: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
 - 2) Company profile: -
 - 3) Objectives of the study:-
 - 4) Data collection: -
 - 5) Data analysis & interpretation: -
 - 6) Findings & observations: -
 - 7) Suggestions:-
- Annexure: -
- Questionnaire
 - References.
- 5) Technical details :

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1" margin shall be left from all the sides.

4. Considering the environmental issues, students are encouraged to print on *both sides* of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Study Centre and shall be golden embossed.
6. The report shall be signed by the respective guide(s) & the Director of the Study Centre.
7. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the Study Centre. The other copy of the report is to be kept by the student for their record and future references.
8. In addition to this students should prepare two soft copies of their SIP reports & submit one copy to Study Centre.

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

Viva- voce examination = 70 (Seventy) Marks
 Summer Internship = + 30 (Thirty) Marks
 Report _____
 100 (Hundred) Marks

There shall be a viva-voce of Summer Internship Project Report for 70 marks. The examiners' panel shall be decided as per the guidelines received from the University.

The viva –voce shall evaluate the project based on

1. Actual work done by the student in the organization
2. Student's knowledge about the company & Business Environment
3. Learning outcomes for the student
4. Utility of the study to the organization

The detailed structure is as follows

MBA (HR) Sem I

Course Code	Semester – I	Credits	UE marks	IA marks	Total marks	Examination Pattern
101	Management Concepts & Applications	2	70	30	100	UE & IA
102	Managerial Economics	2	70	30	100	UE & IA
103	Financial & Management Accounting	2	70	30	100	UE & IA
104	Organizational Behaviour	2	70	30	100	UE & IA
105	Statistical Techniques	2	70	30	100	UE & IA
106	Legal Aspects of Business	2	70	30	100	UE & IA
107	Business Communication	2	70	30	100	UE & IA
108	Information Technology Skills for Managers	2	-	100	100	IA
See Groups	Open 1	1	-	50	50	IA
	Open 2	1	-	50	50	IA
Total No. of Credits		18			900	-

Open Courses: Students can opt any two courses from the following

Code	Open Course
109	Soft Skills - I
110	Social Media Management
111	Event Management
112	Life Management Skills
113	Waste Management
114	Current Affairs
115	Data Analysis Using Software Tools (MS Excel)
116	Supply Chain Management

MBA (HR) SEM II

Course Code	Semester II	Credits	UE	CE	Total	Examination Pattern
201	Marketing Management	2	70	30	100	UE & IA
202	Financial Management	2	70	30	100	UE & IA
203	Human Resource Management	2	70	30	100	UE & IA
204	International Business	2	70	30	100	UE & IA
205	Production & Operations Management	2	70	30	100	UE & IA
206	Research Methodology	2	70	30	100	UE & IA
207	OD & Change Management	2	70	30	100	UE & IA
208	Business Ethics & Corporate Governance	2	-	100	100	IA
See Group	Open 1	1	-	50	50	IA
See Group	Open 2	1	-	50	50	IA
Total No. Credits		18			900	

Open Courses: Any two courses from the following

Code	Open Course
209	Soft Skills-II
210	Introduction to Business Analytics
211	Data Analysis Using Software Tools (SPSS)
212	E - Commerce Applications
213	Societal Concerns and NGO Operations
214	Foreign Language
215	Six Sigma
216	Enterprise Resource Planning (ERP)

MBA (HRM) SEM III

Course Code	Semester –III	Credits	UE	CE	Total	Examination Pattern
301	Strategic Management	2	70	30	100	UE & IA
302	Operations Research	2	70	30	100	UE & IA
303	Entrepreneurship Development	2	70	30	100	UE & IA
See groups	Specialization I - E-(i): Training & Development	2	70	30	100	UE & IA
	Specialization I - E-(ii):Labour Laws	2	70	30	100	UE & IA
See groups	Specialization II - E-(i) Human Resource Planning & Procurement	2	70	30	100	UE & IA
	Specialization II - E-(ii) HRD Instruments	2	70	30	100	UE & IA
304	**Summer Internship	2	70	30	100	UE & IA Viva- voce and Report
305	Cross Cultural Issues & International HRM	2	-	100	100	IA
See Groups	Open Elective 1	1	-	50	50	IA
	Open Elective 2	1	-	50	50	IA
Total No. of Credits		20			1000	

Open Courses: Any TWO COURSES from the elective groups opted by the student.

Open Courses under Marketing Management		Open Courses under IT Management	
306	Digital Marketing	322	IT in Banking, Financial Services and Insurance (BFSI) Domain
307	Customer Relationship Management	323	Legal Aspects of IT & IT Strategies
308	Marketing Research	324	Software Quality Standards & Process Documentation
309	Product & Brand Management	325	Cloud Computing For Managers
Open Courses under Financial Management		Open Courses under Production & Operations Management	
310	Corporate Taxation	326	Materials Management
311	Capital Market Operations	327	Maintenance Management
312	Financial Risk Management	328	World Class Manufacturing
313	Financial Statement Analysis	329	Business Process Re-engineering
Open Courses under Human Resource Management		Open Courses under Agribusiness Management	
314	Industrial Relations	330	Rural Banking
315	QMS & Innovation Mgt	331	Agriculture Marketing & Price Analysis
316	e-HRM	332	Commodity Market
317	Public Relations & Corporate Communication	333	Indian Agriculture & World Trade Organisation
Open Courses under IB Management		Open Courses under Retail Management	
318	Global Logistics & Supply Chain Management	334	Human Resource Management In Retail
319	International Economics	335	Retail Stores and Operations Management
320	Currency, Derivatives & Risk Management	336	International Retailing
321	Global Strategic Management	337	Information Technology in Retail Management

MBA (HRM) SEM IV

Course Code	Semester IV	Credits	UE	CE	Total	Examination Pattern
401	Project Management	2	70	30	100	UE & IA
See groups	Specialization I - E-(iii) Personnel Cost & Compensation Mgt.	2	70	30	100	UE & IA
	Specialization I - E-(iv) Performance Management System	2	70	30	100	UE & IA
See groups	Specialization II - E-(iii)Negotiation & Counselling	2	70	30	100	UE & IA

	Specialization II - E-(iv) HR Audit	2	70	30	100	UE & IA
402	Environment & Disaster Management	2	-	100	100	IA
See Group	Open 1:	1	-	50	50	IA
See Group	Open 2:	1	-	50	50	IA
Total		14			700	-

Open Courses: Any TWO COURSES from the elective groups opted by the student.

Open Courses - Marketing Management		Open Courses - IT Management	
403	Strategic Marketing	419	Big Data Analysis
404	Retail Marketing	420	IT Infrastructure Management
405	Marketing of Financial Services	421	Technology Management & IT Services
406	Social Media Marketing	422	Lab on Oracle & Open Source Software
Open Courses - Financial Management		Open Courses - Production & Operations Management	
407	Management Control System	423	Negotiation Management
408	Indirect Taxes	424	Service Operations Management
409	Banking Operations	425	Environment, Health & Safety
410	Financial Modelling Using MS Excel	426	Quality Management Standards
Open Courses - Human Resource Management		Open Courses under Agribusiness Management	
411	Labour Welfare	427	Microfinance
412	Managerial Competencies and Career Development	428	Rural Entrepreneurship
413	HR Lab	429	Agriculture & Indian Economy
414	HR Analytics	430	Marketing of Agro Products
Open Courses - IB Management		Open Courses under Retail Management	
415	Global Business Environment	431	Contemporary Retail Management
416	Foreign Exchange Management	432	Retail Planning
417	International Marketing Research	433	Retail & Distribution Management
418	Regulatory Aspects of international Business	434	Rural Retailing

LIST OF SPECIALIZATION - ELECTIVES

Elective: Marketing Management

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

Elective: Financial Management

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

Elective: Human Resource Management

Sem III		CORE HR	
Code.	Name of the Course	Code.	Name of the Course
HR01	Training & Development	HR05	Human Resource Planning and Procurement
HR02	Labour Laws	HR06	HRD Instruments
Sem IV		Sem IV	
HR03	Personnel Cost & Compensation Mgt.	HR07	Negotiation and Counseling
HR04	Performance Management System	HR08	HR Audit

Elective: International Business Management

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

Elective: Production & Operations Management

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Production Planning & Control

Sem IV	
PM03	Logistics & Supply Chain Management
PM04	Industrial Management

Elective: **Information Technology Management**

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

Elective: **Agribusiness Management**

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

Elective: **Retail Management**

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

101: MANAGEMENT CONCEPTS AND APPLICATIONS

Course Objectives:

- 1 To impart the understanding of basic management concepts.
- 2 To familiarize the learner about application of Management concepts.
- 3 To expose learner with basic concepts of functional management.

Syllabus:

Unit	Contents
1	INTRODUCTION TO MANAGEMENT: A. Introduction to Management- Definitions & Characteristics of Management-Scope of Management-Management – Science or Art?-Functions of Management. Administration and Organization, Skill Sets for a Manager. B. The Evolution Of Management Thoughts- Fredrick Taylor & Scientific Management, Henry Fayol- General Principles Of Management,.
2	Management Functions – concept of “POSDCORB”, Staffing, Coordination, Decisions, Decision Making process, Nature, Importance and limitations of decision, Decision making models: classical, Administrative, Political and Vroom-Jago Model. Concept of Leadership.
3	PLANNING & ORGANIZING: A. Planning -Introduction to Planning & its Importance-Definitions-Benefits / Importance of Planning-Nature of Planning- Planning Process-Types of Planning- Repeated Use Plan-Single Use Plan. B. Organization -Introduction & Definition-Why study Organization?-Principles of Organization-Creating an Organization Structure- Informal Organization- Departmentalization, line and staff relationship
4	DIRECTING , COORDINATING A. Span of Management -The Concept of Authority & Responsibility Definitions-Different views on Authority, Power & Authority, Limits of Authority, Centralization & Decentralization, Responsibility, B. Delegation of Authority, Advantages of Effective Delegation, What to delegate & What not to delegate?-Barriers to effective delegation-Guidelines for effective delegation-Distinctions between Delegation & Decentralization-
5	CONTROL A. Controlling- Basic Concept, Relationship between Planning & Controlling. The Basic Control Process, Requirement for Effective Control, Control Techniques, Use of IT for Controlling. B. Zero Base Budgeting and Management audit
6.	FUNCTIONAL DEPARTMENTS AND SECTIONS - HR, Marketing, Production & Operations, Finance, etc. INTRODUCTION TO BUSINESS SECTORS: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc)

Suggested Readings

Weihrich, Heing and Harold Koontz	<i>Management: A Global Perspective</i> , Mc-Graw Hill, New-Delhi.
Koontz & O'Donnell	Principles Principles and Practice of Management of Management (McGraw Hill) -
Luthans, Fred,	<i>Introduction to Management</i> , McGraw Hill
L.M. Prasad	Principles and Practice of Management
Tripathi & Reddy	Principles and Practice of Management
Websites	<ol style="list-style-type: none">1. https://india.gov.in/2. http://pmindia.gov.in/en/3. http://www.makeinindia.com/policy/new-initiatives4. https://mygov.in/group/digital-india5. www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MBA(HR) Semester – I

102: MANAGERIAL ECONOMICS

Course Objectives:

- To impart knowledge about the theories of Economics required in Business scenarios
- to train the students to apply this theoretical knowledge to practical business situations

Unit	Contents
1	Introduction to Economics For Business Internal and External Environment of Business, Nature and Scope of Managerial Economics, Significance of managerial economics in decision making. Firm and its Objectives, Theories of Firm, Relevance of Profit Maximization in Modern Context, Role of a managerial economist
2	Demand Analysis: Theory of Demand, Law of demand, Determinants of Demand, Derivation of 'D' curve, Substitution and Income Effect. Elasticity of Demand – Price, Income, Cross and Advertising elasticity, Uses of Elasticity of Demand for managerial decision making, Market Demand and Company Demand, Demand Estimation, Demand Forecasting - meaning, significance and methods, Demand forecasting of a new product.
3	Supply Theory: The Theory of Supply, Law of supply, supply elasticity – use in managerial decision making, Production concepts and analysis: Production and Cost, Production Function, Concept of Productivity
4	Costs Cost concepts and analysis, Classification of Costs - Short Run and Long Term Costs, Cost Function - short run and long run cost curves and its managerial uses. Least Cost Combination of Inputs, Producer's equilibrium, Law of Variable Proportions, Law of Returns to Scale, Estimation of Cost Function - Problem of Estimation of Cost and Production Function, Break-even analysis. L-Shaped Cost Function
5	Market Structures Market equilibrium with reference to Marginal Revenue and Marginal Cost concept, Market Structure: Perfect Competition: meaning, features and determination of price under perfect competition.

Monopoly: Features, pricing under monopoly, Price and Output, Discriminating Monopoly, Relationship under different market structures,

Monopolistic Competition – features, pricing under monopolistic competition, product differentiation
Oligopoly – features, Oligopoly and barrier to entry, price leadership

Pricing Strategies: Price Determination, full cost pricing, product line pricing, price skimming, penetration pricing. Prisoner's Dilemma and Game Theory approach to oligopoly decision making.

Linear Programming – Project Evaluation & Cost

- 6 **National Income:** Concepts and Various methods of measurement of National Income, Nominal GDP, Real GDP, and GDP Deflator, Inflation – Meaning, types and Causes, Philips Curve and its trade-off, Business cycle theories, Shumpeter and Solo Model, Overview of Economic Budget, fiscal Deficit, surplus, Fiscal policy and impact on Managerial decision making.

Teaching Pedagogy

- Case Study Method and Mathematical Applications along with theoretical explanations.

Suggested Readings

Dominick, S., <i>Managerial Adhikari</i> , M.	<i>Economics a Global Economy</i> , McGraw Hill Inc., Princeton
Artis M. J,	Managerial Economics, Khosla Publication House, New Dehli, 1999
	Macro Economics, Oxford University Press, 1985 Reprint
Craig P.H and W Chris Lewis	Managerial Economics, Prentice Hill Ltd, New Dehli
Bayes Michael	Managerial Economics and Business Strategy, Irwin, Chicago, 1997
Dean Joel	Managerial Economics, Prentice Hill Ltd, New Dehli
Paul A Samuelson., William D Nordhaus	. <i>Economics</i> , (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

MBA(HR) Semester – I

103: Financial and Management Accounting

Course Objectives:

- To acquaint the students with the fundamentals of Financial Accounting.
- To orient the students to the Accounting process involved in preparation of Books of Accounts and Financial Statements
- To familiarize the students with the concepts of Cost and Management Accounting and applications of Management Accounting techniques

Unit	Contents
1	Introduction to Financial Accounting Meaning, Objectives and Scope of Financial Accounting, Accounting Concepts and Conventions, Accounting Cycle
2	Accounting mechanics Principles of Double Entry Book-Keeping, passing of accounting entries in Journal, Ledger and Preparation of Trial Balance, Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor
3	Introduction to International Accounting Standards: Development of international accounting and financial reporting rules, need for International Financial Reporting Standards (IFRS), Disclosure of Accounting Policies, reporting needs of emerging economies, IFRS for Small and Medium Enterprises(SMEs).
4	Introduction to Cost and Management Accounting Cost Accounting – Meaning, Importance, Classification of Costs, Preparation of Cost sheet. Nature and Scope of Management Accounting, Distinction between Financial and Management Accounting.
5	Techniques of Management Accounting (Budgetary Control) Budgeting and Budgetary Control – Meaning, Objectives, Advantages and Limitations of Budgeting, Types of Budget, Practical Questions on Cash Budget and Flexible Budget
6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Standard Costing – Meaning and Application, Essentials of standard Costing, Variance Analysis- Material and Labour Cost Variances. Marginal Costing – Meaning of Marginal Cost, Characteristics of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety

Teaching Pedagogy:

- Case Study and Real Life Examples, contact sessions

Suggested Readings

1	Horngren, Charles T.,	<i>Introduction to Management Accounting</i> , Prentice Hall of India Private Ltd., New Delhi
2	R.L.Gupta, M.Radhaswami	Advanced Accountancy
3	S.N. Maheshwari, S.K.Maheshwari	An Introduction to Accounting

MBA(HR) Semester – I
105: Statistical Techniques

Course Objectives:

- To familiarize the students with the basic statistical techniques and their applications in business decision-making
- To develop the quantitative skills of the students so as to make them skilled at understanding data, comparing two or more data sets and predicting business data etc.

Unit	Contents
1	Importance of Statistics in Business Management Domain Business Statistics: Definition, Importance in management domain Organizing data: Frequency distribution, types of frequency distribution Diagrams and Graphs - Diagrammatic presentation of data, Graphs - Frequency polygon and frequency curve, Histograms, Cumulative Frequency Curves (ogives).
2	Measures of Central Tendency and Dispersion Measures of Central Tendency: Arithmetic Mean, Median, mode, partition values – quartiles, deciles and percentiles, Applications in business. Measures of Dispersion: Range, Semi Inter-quartile range, mean deviation, standard deviation, coefficient of variation, methods of calculation and applications.
3	Correlation Analysis Definition, Types of correlation, methods of studying correlation– Scatter Diagrams, Karl Pearson’s coefficient, Rank correlation, coefficient of determination. Application of Correlation to business and management
4	Regression Analysis Definition, significance of regression method, regression lines, regression coefficient, Applications in business
5	Probability and Probability Distribution Sample space, events, basic rules of probability, random variable, conditional probability, Bayes’ theorem Probability Distributions- Binomial distribution, Poisson distribution & Normal distribution. Problems based on Business applications.
6	Association of Attributes Introduction, Notations, Classes and Class frequencies, Order of classes and Class Frequencies, Relation between Class frequencies: two attributes and three attributes, Yule’s Coefficient of association and interpretation Decision Making: Process of decision making, types of decision. Risk, uncertainty, etc. Criterion of decision making
	Suggested Readings
1	S.C. Gupta & Indira Gupta Business Statistics
2	Richard I. Levin & David S. Rubin Statistics for Management
3	Hooda R. P. Statistics for Business and Economics, (2010, 4e), Macmillan
4	Terry J K (2007) Business Statistics 2/e, Pearson Education, New Delhi
5	David and Lori (2008) Applied Statistics in Business and Economics, Tata Mc Graw Hill
6	Q. Zamiruddin & V.K. Khanna, S. K. Business Mathematics
7	Bhardwaj R. S. Business Statistics

MBA(HR) Semester – I
106: Legal Aspects of Business

Course Objectives:

- To provide students with in-depth understanding of business related laws

Unit	Contents
1	The Indian Contract Act 1872: Essential elements of a contract, performance and discharge of a contract, Offer and Acceptance, Consideration, Legality of Object, Capacity to contract, Free Consent, Modes of Discharge, Breach and Remedies, Quasi Contracts
2	The Sale of Goods Act 1930 Formation of a contract of sales and its features, Conditions and warranties, Rights of an unpaid seller, Types of Goods, Distinction between sale and agreement to sell, Performance of contract
3	The companies Act 1956 & Companies Act, 2013 Comparative Study of the Companies Act, 1956 and the Companies Act, 2013 on the basis of the following Kinds of companies, Formation of a company, Memorandum of Association(M/A), Articles of Association(A/A), Prospectus, Meetings, Appointment and Removal of Directors, Shares, types of shares and dividends.
4	The Arbitration and Conciliation Act 1996 Definition, Arbitration Agreement, Composition of Arbitral Tribunal, Jurisdiction of Arbitral Tribunal, Conduct of Arbitral Proceedings, Alternative Dispute Resolution System
5	Consumer Protection Act, 1986. Introduction, consumer and consumer disputes, Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute Complaint - Unfair Trade Practices – Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies, consumer protection councils Objectives and Need of the Competition Act , 2002

- 6 **The Information Technology Act, 2000**
Introduction, Digital Signatures, Electronic governance, **Cyber Laws**, Cyber crime – types and remedies, Electronic records, controlling and certifying authority, cyber regulation appellate tribunals, Important Provision of Information Technology Act 2000
Intellectual Property Rights: Introduction, Scope and objective of Patent Act, 1970. Patentable and Non-patentable inventions. Types and overview of IPR, Types of Patents, Trademarks, Copyrights, Industrial designs, Important provisions with respect to – registration, renewal, revocation, remedies in case of infringement etc.

Reference Material

	Suggested Readings	
1	M.C.Kucchal:	Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2	N. D. Kapoor	Elements of Mercantile Law
3	Dr. B. L Wghera	Universal Law Publication, Law relating to Intellectual Property
4	Dr. Paranjpe	The Arbitration and ADR
5	Dr. M. Dasgupta	Cyber Crime in India
6	Avtar Singh	Law of Arbitration and Conciliation
7	Lee Reach,	<i>Business Laws</i> , Oxford University Press, UK
8	M.C.Kucchal,& Vivek Kucchal:	Business Legislation for Management, Vikas Publishing House (P) Ltd.

MBA(HR) Semester – I 107: Business Communication

Course Objectives:

- To familiarize with the process of communication and the principles & techniques of business communication
- To enable student to understand the different dimensions of business communication
- To enlighten about the communications strategy for managers

Unit

Contents

1	Fundamentals of Business Communication Meaning and importance of communication in business, Essentials of effective communication, Channels of communication, their effectiveness, limitations, Barriers to communication, approaches to effective Communication
2	Communication in Organizations : Communication needs of business organization, Strategies for improving Organizational communication. Modes and levels of communications in organizations. direction of flow of communication in organization, networks of flow of communication – wheel network, chain network, Y network, circle network, etc. Dimensions of Business Communication – Intra-personal communication, Inter-personal communication, verbal communication, listening, feedback, types of feedback, importance of feedback, non-verbal communication, Intra-organizational communication, inter-organizational communication. Intra-cultural and inter-cultural communication. Formal and informal and their characteristics,
3	Forms of Business Communication: Written Communication, Principles of Effective Written Communication. <ul style="list-style-type: none"> • Business letters – Parts of business letters, letter formats, envelope, address on envelope, • Types of business letters : office order, office circular, invitation letters, enquiry letters, trade reference letters, etc • Letters from Purchase department, Letters from the Sales /Marketing Department, Accounts department, Personnel department, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, Letters of enquiry, dealing with complaints, • Letters to staff, Memos, Writing Emails. Office notes, Reminders and Follow ups, Employee Newsletters, • Meetings, Notices, agenda, minutes of the meeting • Exercises for Written Communications: Essay writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation
4	Communication Strategy for Managers: Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication. Technology enabled communication – role of technology, different forms of technology for communication, telephone, tele-fax, teleconferencing, email, text messaging, podcast, blog, wikis, videos, social media, power point, etc. Netiquettes, internet etiquettes
5	Exercises for Oral Communications: Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz Effective notes taking, Strategies to improve reading skills, Speech Writing, Creative Writing. Oral Communication: Speaking skills, Public Speaking, Effective Listening, Strategies for Communicating in Teams
6	Curriculum Vitae, Invitation To Interviews, Offer Of Employment, Job Description, Letter Of Acceptance, Letter Of Resignation. Business Reports and Proposal: what is a report? Elements of effective business report, purpose of writing reports, steps in writing a routine report, corporate reports. Format of a business report

Reference Books

1. Business Communication , second edition, by Meenakshi Raman,Prakash Singh, Oxford Higher Education.
2. Business Communication , second edition, by R.K.Madhukar, Vikas Publications.
3. Business Communication , second edition, by Asha Kaul, PHI Publications.
4. Communication for Business , Fourth edition, by Pearson Education.
5. Business Communication , second edition, by P.D.Chaturvedi, Mukesh Chaturvedi, Pearson.

MBA (HR) Semester I
108: Information Technology skills for Managers

Course Objectives:

- To understand the basics of computer hardware and software
- To impart the IT skills and knowledge necessary for managers
- To make the students familiar with office automation software

Unit	Contents
1	<p>Introduction to Computer</p> <ul style="list-style-type: none"> • Introduction to types of Computer systems, Basic Computer operations, connecting devices • Networks: Networking hardware, types of network, Internet, Intranet and Extranet Applications, • Practical data processing application in business, and Computer applications in various areas of business.
2	<p>Computer Software:</p> <ul style="list-style-type: none"> • Types of software (System, application, utility), • types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), • software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base Management Systems.
3	<p>IT Skills: Lab sessions necessary</p> <p><u>Microsoft Office</u>- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc</p> <p><u>MS Power point</u>- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows.</p> <p><u>MS Excel</u> – Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions, sensitivity analysis, Pivot tables etc.</p> <p>Introduction to HRIS, Introduction to Tally Package for accounting.</p>
4	<p>Internet, Security and E-Commerce: Introduction, Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities</p>
5	<p>Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems(TPS, MIS, OAS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems and Marketing systems, Operations and Financial Management systems.</p>
6	<p>Current trends- Integrated enterprise system (ERP, CRM, and SCM), COBIT- IT governance tool, changing role of CIO. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media facebook, tweeter, linkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation.</p> <p>Managing E-identity, Security issues: Precautions in using the Information technology tools and media. Secure surfing, Creating Profile on Social Media. Online security, e-fraud – types and preventions, threats from use of IT systems, threat against IT system,</p>

Suggested Readings

1	Ramesh Behl	“Information technology for Management”, Tata McGraw Hill Publication, 2nd edition
2	Pradeep K Sinha, Priti Sinha	“Computer Fundamentals”, BPB Publication
3	A. K. Saini, Pradeep Kumar	“Computer Application in Management” Anmol Publications Pvt. Ltd.
4	Geoff Walsham	“Interpreting Information Systems in Organizations”, The Global Text Project , 2011 http://www.saylor.org/site/textbooks/Information%20Systems%20or%20Business%20and%20Beyond.pdf
5	Henry C. Lucas	“Information Technology for Management”, McGraw-Hill/Irwin , 2009 https://dl.dropboxusercontent.com/u/31779972/Interpreting%20Information%20Systems%20in%20Organizations.pdf
6	David T. Bourgeois	“Information Systems for Business and Beyond”, Saylor Foundation , 2014 https://dl.dropboxusercontent.com/u/31779972/Information%20Technology%20For%20Management.pdf

MBA(HR) Semester I

109: Soft Skills-I

Unit	Contents
1	SWOT Analysis : Basics of PERSONAL SWOT analysis Identifying Strengths, Weaknesses, Deficiencies ETC. Performing SWOT on yourself
2	The Art of Effective Communication : Presentation skills, Group Discussion, Debates
3	Time Management :Importance of setting Tasks, Applying basic principles of Time management; identify productivity cycles, and set goals and priorities, Create a time management plan and a daily plan, Effectively utilize time by using technology and reducing time wastage. Manage interruptions, increase meeting productivity, overcome personal time wasters, and prevent personal work overloads. Screen and organize information to reduce information overload.
4	Public Speaking Skills : Public Speaking skills Emoting: Importance of Eye Contact, Audience engagement Forms of speech, Content Preparation, Debating, Extempore - Do's and Don'ts
5	Body Language : Details about body language for effective communication
6	Verbal communication in practice, Speaking Skills, Assertiveness, Strategies For Assertiveness : Use Of Language, Empathetic Presentation, Paraphrasing, Asking Questions, Visualization And Realization Of Goal, Create A Positive Impression, Indicators Of Assertive Behavior, How To Say No , (Provide reason and logic, Broken Record, Rain Check) Listening Skills : Importance of listening, Techniques of effective listening, practical exercise on improving listening skills

MBA(HR) Semester I

110: Social Media Management

Course Objectives:

- To introduce the learners to the different social media
- To educate about the strengths and weaknesses of Social Media

Unit	Contents
1	INTRODUCTION TO SOCIAL MEDIA Introduction to Social Media, What is Social Media?, How Social Media developed, Managing Information Aggregators, Google Alerts, Blogs
2	GETTING READY FOR SOCIAL MEDIA Getting ready for Social Media, Content Management, Touchpoint analysis, Scheduling, Creating content, Managing content programs, Planning Worksheets
3	LEGAL ASPECTS OF SOCIAL MEDIA The Legal Issues in Social Media, In-house guidelines, Copyright and Trademark Implications, Blogs, Blogger
4	PODCASTING Podcasting What is it? Where to find, How to create a) Hardware b) Software Facebook, Facebook Creating groups and pages Tips and Guides, Facebook Posts Paid Promotion Ads Contests.
5	GOOGLE + Google+ Set-up and usage, Company profile Hangouts, SEO What is it? How it is determined, How to affect it, Google's role, YouTube, Long-form video platforms, Setting up a channel, Managing content
6	SOCIAL MEDIA SITES Twitter, Set-up and usage, Tips, Up and Coming Social Media, LinkedIn, LinkedIn Tips and Guides, Review of profiles, Pinterest, Visual social media and bookmarking Set-up and management, Collaborative Marketing & Crowd sourcing

Please note that practical session for all the above topics has to be conducted along with theory class.

MBA(HR) Semester I

Event Management

Course Objectives:

- ☐ To groom the students with a view to hone their Event Management Skills by giving them the required exposure

Unit	Contents	Sessions
1	The concept of event, its different managerial dimension from the various functions point of view. e.g. planning to close activities of any event	
2	Types of events Different types of event in Corporates, Social Programmemes and Private Programmemes: The expected outcome is preparation of a list consisting at least 10 Programmemes in Education, Health Care etc. with their distinctive features of audience, beneficiaries and deliverables.	
3.	Event Marketing and Advertising Nature of Marketing, Process of marketing, Marketing mix, Sponsorship	

4. Hands on Event Management

1. The total number of students shall be divided into a group of 06 students each. They should organize /conduct/ manage the events of the institute. They are expected to prepare budget of the event, plan the event in its minutest details, organize, and execute the event, take feedback of all stakeholders and prepare a report to be given for publication in the media, follow up with media through proper channel etc.
(The above assignment shall be for 20 marks)

2. Post event assessment of any 03 programmes organized during the term. A student or a group of 02 students shall be assigned the event which has taken place recently at institute and they shall make an inquiry into its success and effectiveness by rating them on the basis of appropriate parameters and shall submit the assignment to the respective teacher . This exercise shall be for 20 marks.

5. Report on Learning outcomes of this course

A student shall prepare a report on what he learnt from the events and submit it to the concerned teacher. The report shall include mainly the description of occasion, the person involved and what guiding principles they have received from them

6. This report shall be assessed for 10 marks for its preparation and 10 marks for oral examination

Recommended Books :

1. Successful Event Management; Anton Shone Beyn Parry; CengageLrng Business Press.
2. Event Management (Paperback); AshutoshChaturvedi; Global India Publication Pvt. Ltd.
3. Event Planning and Management; Sharma D.; Deep & Deep Publications Pvt. Ltd.
4. Event Marketing and Management; S.S. Gaur; Vikas Publication House Pvt.Ltd (2010)
5. Event Management; Sita Ram Singh; Ash Publishing Corporation.

MBA(HR) Semester I 112: Life Management Skills

Course Objectives:

- Provide guidelines to apply life skills into practice.

Unit

Contents

- 1 Introduction: Definition of life skills concept: Definition, concept of skill in Life Skills, primary goal of life skills programme. Definition of Personality, Determinants of Personality- biological, psychological and socio- cultural factors., Misconceptions and clarifications , Need for personality development
- 2 Coping: meaning, types of coping strategies – 1) appraisal focused (Adaptive Cognitive), 2) problem focused (adaptive behaviour) & 3) Emotion Focused
- 3 Empathy: Meaning, difference between empathy and sympathy, Anger and stress: meaning and strategies to overcoming the same.
- 4 Study Skills: Meaning, types of study skills, methods based on memorization – rehearsal and role learning, Exam Strategies- time management, organisation and life style changes.
- 5 Moral Development: Meaning, interpersonal influences on moral development, moral development and social exclusion. ABC of moral life. Morality: Morality and culture, morality and intergroup attitudes, moral emotions
- 6 **Self Awareness** : Self Management Self Evaluation, Identifying one’s strength and weakness, Planning & Goal setting, Managing self –emotions, ego, pride. , Self discipline, Self criticism , Recognition of one’s own limits and deficiencies Independency etc , Thoughtful & Responsible behaviour
Community and Community Development: Individual’s role and responsibility in society.

Suggested Readings

- | | | |
|---|-------------------|---|
| 1 | Stella Cottrell | Academic Writing: A handbook for International Students, Stephen Bailey |
| 2 | Mary Deane | Critical Thinking Skills: Developing Effective Analysis and Argument |
| 3 | Donald Currie | Developing and Applying Study Skills : Writing Assignments, Dissertations and Management Reports, |
| | Jonathan Anderson | Assignment and Thesis Writing |

MBA(HR) Semester I 113: Waste Management

Course Objectives:

- To sensitize the students about the current environmental & health related issues that comes from inadequate waste management.
- To Understand the problems caused by inadequate waste management and possible solutions for the same and create environmentally responsible citizens

Unit

Contents

- 1 **Introduction to Ecosystem and Waste Management.**
Types, Importance and Need of Waste Management - Waste Management practices in Indian Industries – Future challenges in Waste Management.
Ecosystem - Meaning, Types, Components, Structure and Functions, Levels of organization in nature- Food chain and Tropic

- structure, Biogeochemical Cycles, Energy flow – Definition
- 2 **Collection and Disposal of Waste :**
Site selection and plant layout of an incinerator, Collection of Waste, problems in collection of waste, Waste Disposal methods- Landfill, Incineration/Combustion, Recovery and Recycling, Composting
 - 3 **Electronic Waste Management.**
E-Waste - Meaning, Sources of E-Waste and their effects on environment and human beings
 - 4 Students shall undertake desk research on e- waste management systems adopted by commercial organisations.
 - 5 Students shall visit Waste Management Department of Local Administrative Bodies like Municipal Corporation, Municipal Councils etc. and prepare a report on how waste management is done in their area.
 - 6 **Report Preparation and Presentations on Unit no. 4 and 5**

References:

1. Solid Waste Management : Subhash Anand, Mittal Publications, New Delhi (2010)
2. E- waste: Implications, Regulations and Management in India and Current Global Best Practices – Rakesh Johri, TERI Press New Delhi (2008)

Website:

Ministry of Environment, forest and Climate Change , Government of India (<http://envfor.nic.in/content/draft-waste-management-rules>)

**MBA(HR) Semester I
114: Current Affairs**

Course Objectives:

- To develop in the students the skill to read the latest news related to business and general
Students will be required to read, listen to or watch the news regularly and come back and report in college either through presentations or submissions.
Preparing a scrap book of top ten news in the last two months may be thoroughly studied and presented.
Project, quiz, scrap book etc.

**MBA (HR) Semester I
Data Analysis Using Software Tools (MS EXCEL) – Open course**

Course Objectives

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

Unit

Contents

- 1 **Introduction to Excel**
MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.
- 2 **Working with Excel**
Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.
- 3 **Conditional Formatting**
Once defined, it will automatically change the formats as per conditions user puts
- 4 **Commonly used functions**
Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif
- 5 **Data Viewing and Reviewing**
Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc
- 6 **Creating and managing charts**
Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking.

Teaching Methodology

- Case based Lectures, discussions, practical in labs.

Suggested Readings

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

MBA (HR) Semester I
Supply Chain Management

Course Objectives:

- An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
- An understanding of the management components of supply chain management
- An understanding of the tools and techniques useful in implementing supply chain management
- Knowledge about the professional opportunities in supply chain management.

Unit**Content**

1	The Basics of Supply Chain Management- Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions
2	Logistics Management: Logistics as part of SCM, Logistics costs, logistics sub-system, inbound and outbound logistics
3	Planning Demand and Supply-I: Introduction, Three Components of SCM, Demand Management, Demand Forecasting
4	Procurement and Inventory Management- Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs
5	Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure
6	Recent Trends in Supply Chain Management- Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Reference Books

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1stEd.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5thEd.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1stEd.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1stEd.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rdEd.)

MBA(HR) Semester II
201: MARKETING MANAGEMENT

Course Objectives:

- To enhance management students' knowledge as regards to basics of marketing and know the applications of marketing skills required

Unit**Contents**

1	Introduction to Marketing: Core concepts of marketing: Need, want, demand, value, exchange, customer satisfaction & customer delight. Marketing Vs Selling. Approaches to Marketing: Production, Product, Sales, Marketing, Societal, Relational. Marketing Environment: Analyzing Macro Environment - Political, Economic, Socio-cultural and Technical Environment (PEST analysis)
2	Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. targeting strategies. Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing. Positioning and Differentiation: meaning, concept, product,

- service, people and image differentiation, ways to position the product.
- 3 **Marketing Mix:**
 Concept, Seven P's of marketing mix:
Product – meaning, levels of product, product mix- product line, width, length, depth. Product life cycle – Concept, stages in PLC, characteristics and strategies for each stage of PLC. Brand – Concept, Brand Creation
Price – meaning, objectives of pricing, pricing approaches- cost based, competition based and market based, pricing strategies- skimming pricing, penetrative pricing ,psychological or odd pricing, perceived value pricing , loss leader pricing etc.
Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts
Promotion- Elements of promotion mix: meaning of advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.
Brief Overview- People, Process, Physical Evidence
- 4 **Consumer Behaviour:** Concept of Marketing Myopia.
 Meaning of Consumer, customer, consumer behaviour and buying motives.
- 5 **Marketing Planning and Control:**
 Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit and marketing ratios.
- 6 **Marketing Research:**
 Need and Importance of Marketing Research, Marketing Research Process, Types of Marketing Research. Marketing Information System- overview.

Teaching Methodology

- Classroom Discussions
- Case Study Discussions and Real Life Examples
- Audio Video Material
- Field Assignments

Suggested Readings

Philip Kotler and Gary Armstrong Rajan Saxena	Principles of Marketing 12th Edition - Marketing Management –, Tata McGraw Hill Publications
G.C. Beri.	Marketing Research –
V.S.Ramaswamy and S.Namakumari	Marketing Management -
Christopher Lovelock	Services Marketing –
Stanton	Fundamentals of Marketing -
Magazine/ Yearbook	Marketing White book – The Essential Handbook for Marketers: Business World Publications
Website	www.trendswatching.com

MBA(HR) Semester II 202: Financial Management

Course Objectives:

- To introduce the fundamentals of Financial Management
- To orient on the financial decision making techniques and Financial Statement Analysis

Unit	Contents
1	Introduction Nature, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Dividend Decision and Financing Decision
2	Investment Decision Importance and process of Capital Budgeting, Capital Budgeting Techniques -Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted payback period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques (Theory only)
3	Working Capital Management Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital
4	Sources of Long Term Domestic Finance Shares, Debentures, Retained Earnings, Financing through Financial Institutions, International Financing, Venture Capital financing: concept and Venture capital scenario in India, Recent Case Studies and examples on above topics
5	Capital Structure and Cost of Capital Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Problems and Case Studies on Capital Structure- EBIT- EPS Analysis, Concept and Types of Leverage, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of Capital.

- 6 **Financial Statement Analysis**
 Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. Problems on Ratio analysis
 Funds Flow Statement and Cash Flow Statement. (Theory only)

Suggested Readings

Prasanna Chandra	Financial Management – Theory and Practice
I.M. Pandey	Financial Management
Khan and Jain	Financial Management
R.P. Rustogi	Financial Management
Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice 11 th edition

Journals

1. Journal of Financial Statement analysis
2. Asia Pacific Journal of Accounting and Economics
3. Research Journal of Finance and Accounting

**MBA(HR) Semester II
 203: Human Resource Management**

Course Objectives:

- To explain the significance of HRM and changing role of HRM
- To bring out the role of HR in organizations effectiveness and employee performance

Unit

Contents

- | | |
|---|---|
| 1 | Introduction to HRM :
Definition, Nature and Scope of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Global perspective of HRM |
| 2 | Human Resource Planning:
HR, Demand and Supply forecasting, factors
Affecting HRP, Job analysis and Job Design,
Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Evaluation of methods of recruitment. Steps in selection |
| 3 | Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Types of training, Training evaluation, Executive Development, Concept of Career Development |
| 4 | Wages and salary Management
Job Evaluation, Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, |
| 5 | Performance Appraisal:
Need and Importance of Performance Appraisal Performance Appraisal Process, Methods of Performance Appraisal |
| 6 | Employee Relations Management:
Overview of Employee Relations Management, Importance of Relations Management, Employee Relation Management Tool, Issues in Employee Relation Management. |

Suggested Readings

Gary Dessler, Biju Varkey -	Human Resource Management, Pearson Publication, 12 th Edition
Seema Sanghi,	Human Resource Management, Macmilan Publication, 2011
Decenzo, Robbins,	Human Resource Management, John Wiley & Sons Inc, Sixth Edition
V.S.P. Rao,	Human Resource Management
K. Ashwathappa,	Human Resource Management
Edwin Flippo	Personal Management

**MBA(HR) Semester II
 204: International Business**

Course Objectives:

- To give an overview of Global Business Environment.
- To acquaint students with intricacies of Cross Border Trade Transactions

Unit

Contents

- | | |
|---|--|
| 1 | Introduction of international Business
Definition of International Business, Nature and Scope of International Business, Exporting, Importing and Countertrade Settlement through NOSTRO and VOSTRO Accounts, Statutory Basis of International Business
Introduction to India's Foreign Trade Policy, |
| 2 | Globalization
Definition of Globalization, Globalization of Market, Globalization of Production, Drivers of Globalization
International Trade Theories |

- Mercantilism, Absolute Cost Advantage, Comparative Advantage, Huckscher Ohlin Theory, Product Life cycle Theory, Porter's Diamond Theory
- 3 **Development in Monetary Scenario**
Breeton Woods System to EURO and its Implications, SAARC,G7 ,G20 and BRIC countries, Country Risk Analysis
- 4 **International Financial Organizations and Environmental framework**
Role of GATT, WTO,IMF and World Bank, EPRG Framework. Comparative Environmental framework, Cultural, Political, Legal and Economic framework,
- 5 **Balance of Payment**
Classification, Basic Balance and Overall Balance, Credit and Debit Entries in BOP, Convertibility – Current and Capital Account, Purchasing Power Parity
- 6 **Foreign Exchange Rate and Market**
Types of Exchange Rate –Real and Nominal exchange Rate, Fixed vs. Flexible Exchange Rate, Managing Float, Factors affecting Foreign Exchange Rate , Offshore Currency and Market, Export and Import Strategies, Collaborative and Control Strategies

Suggested Readings

P.Subba Rao	International Business,
Francis Cherunilam	International Business Environment,
Justin Paul	International Financial Management,
V.K.Bhalla, S.Shiva Ramu	International Business,

MBA(HR) Semester II
205: Production and Operations Management

Course Objectives:

- To equip students with fundamentals of Manufacturing business for related aspects.
- To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Materials Management, SCM ,QA, EHS and Quality System Certification, JIT etc.

Unit	Contents
1	Concepts & scope of POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Functions & internal relations of various Departments in manufacturing Unit; Production administrations & responsibilities. Production process selection decisions, Types of Production (Jobs, Batch, Mass etc.)
2	Production Planning Control Objectives of PPC & it's various functions of common and optional nature, Job sequencing, Assembly Line Balancing.
3	Facility Planning& Layout Selection of Product, Factors affecting Plant Location Decision, Plant Layout: objectives, types.
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numericals, Waste disposal/ reduction. Basic concept of Material Requirement Planning (MRP).
6	Emerging Trends in POM: Supply Chain Management (SCM), Just in Time (JIT), Quality Control, Quality Assurance (QA), ISO certification, Enterprise Resource Planning (ERP),Total Quality Management (TQM), TPM, EHS: Culture, employee involvement Concept. Quality Circles.

L.C.Jhamb
Chunawala & Patel
Dr. N.G. Nair
S.N. Chary
E.S. Buffa
Sunil Chopra

MBA(HR) Semester II
206: Research Methodology

Course Objectives:

- To equip the students with an understanding of the research process, tools and techniques.
- To introduce the students to the scientific research process and its applications to business and management
- To enable the students to have know-how of conducting surveys and reporting the research.

Unit	Contents
1	Introduction to Research Methodology Meaning, Definitions, Characteristics and Objectives of research, Motivations in research, Types of Research, Importance of

research in managerial decision making, Research in functional / business areas, Qualities of a good researcher

- 2 **Research Process**
Steps in research process. Defining the Research Problem - Problem Formulation and Statement of Research Problem – Framing of Hypothesis.
Research Design: Meaning, Characteristics, advantages and importance of research design.
Measurement – types and errors in measurement,
Development and designing of tools of data collection - Attitude measurement scales - Levels of measurement and questions of Validity and reliability.
Designing of Research Projects – Research Proposal, Pilot surveys,
- 3 **Sampling and Sampling Designs**
Census and sample survey, Need and Importance of Sampling, Probability and non-probability Sampling techniques.
Data collection – Primary and secondary sources of data, methods of collecting primary data – interview, observation, questionnaires, survey methods etc, Library and Documentary Sources etc. Use of secondary data, precautions while using secondary data, Limitations of different data collection methods.
- 4 **Processing and Analysis of Data**
Meaning, importance and steps involved in processing of data, Use of Statistical tools and techniques for research data analysis.
Testing of Hypothesis – Procedure, terms, Chi Square test.
Analysis and Interpretation of Data - Interpretation of results, techniques of Interpretation.
- 5 **Reporting of research work**
Types of Reports, Report Writing: Importance of written and oral reports presentation, format of a good research report, Presentation of Reports.
- 6 **Role of Computer in Research**
The Computer and Computer Technology, Important characteristics, Computer Applications, Computers and Researcher, Use of Statistical Software Packages.

Teaching Methodology

- **Case Study Method**
- **Project work:** (Mini project: Students to select a Unit and conduct a study or survey on any managerial application and carry out the project under the guidance of the faculty in groups of four-five. Prepare report and present the results.)

Suggested Readings

Donald Cooper and PS Schindler (2009)	Business Research Methods, 9th edition, Tata McGraw Hill.
Kothari C. R.: Research Methodology	Research Methodology
Uma Sekaran (2010)	Research Methods for Business, 4th edition, Wiley.
Ranjit Kumar (2009)	Research Methodology, 2nd edition, Pearson Education
Naresh Malhotra and S Dash (2009)	Marketing Research, 5th edition, Pearson Prentice Hall.
Michael V. P	Research Methodology.
Fred N. Kerlinger :	Foundations of Behavioral Research.

MBA(HR) Semester II 207: OD & Change Management

Prerequisite

- Familiarity with organizational behavior, structure and organizational processes
- Skills to identify the underlying causes and behavioral issues leading to organizational problems

Course Objectives:

Students will be given the opportunity to learn

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

Unit	Contents
1	Introduction To Organization Development (OD) And Change Management Definition ,growth and Historical overview of OD, Growth and evolution of OD, The nature and importance of planned change, Models and theories of planned change, personal and organizational barriers to change, Overcoming Resistance to change
2	Managing The OD Process Entering and contracting- Entering into an OD Relationship and developing a contract, Diagnosing- The Need for Diagnostic Models ,Organizational -level ,Group -level and Individual-level Diagnosis, Feeding back Diagnostic information. Action Research : A Process and Approach, History and Varieties of Action Research
3	Designing Interventions An overview of OD Interventions, Classification, Individual , Interpersonal and Team Interventions –Individual and Third - party Peace making Intervention, T-Groups, Behavioral Modeling, Life and Career Planning, Coaching and Mentoring, Transactional Analysis
4	Team Interventions Importance of teams, characteristics of effective teams, types of team building –Group Diagnostic meeting, Role Analysis Technique(RAT),Role Negotiation Technique, Process consultation Approach

- 5 **Organization Wide And Structural Interventions**
Nature of Organization wide interventions; Survey feedback Method, Beckhardts confrontation meeting, Grid organization Development, Organization transformation, The MBO Approach to OD, Work redesign
- 6 **Issues In OD**
Issues in Consultant Client relationship, Ethical issues for OD consultants, Power and the values of OD, Politics in Organization diagnosing, Political Power in Organizations, Competencies of an Effective OD practitioners

Teaching Methodology

- Lectures, tutorial and Field Work.

Suggested Readings

French Wendell L , Bell Cecil H. Jr.,	Organization Development, Pearson Education
Luthans Fred	Organizational Behaviour
Davis Keith,	Organizational Behaviour
Schein Edgar,	Organization Development
S. Ramanarayan, Rao T.V. ,	Organization Development
Cummings and Worley,	Organization Development and Change Management

MBA(HR) Semester II

208: Business Ethics & Corporate Governance

Unit	Contents
1	Introduction Overview of Business Ethics: Importance of Business Ethics, Development of Business Ethics, Ethical Issues in Business, Ethics as a Dimension of Social Responsibility. Ethics and Management. Ethics and values, Norms, Beliefs, Morality
2	Ethical Decision Making Process Ethical Decision Making and Corporate Governance, Moral Philosophies and Moral Development. Factors involved: Corporate Culture, Structure, Relationship and Conflicts. Framework for ethical decision making.
3	Spirituality and Ethics Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism.
4	Social, Environmental and Ethical Issues in Business Issues and opportunities for Business in socio-environmental context, Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving depletable resources), Legal and Regulatory Issues:
5	Ethics in Business disciplines: Ethics and Marketing, Ethics and Human Resource Management, Ethics and Finance, Ethics and technology
6	Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti-Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values,

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings

Velasquez Manuel G –	Business Ethics, Eastern Economy Edition.
Ferrell O C, Fraedrich John Paul, Ferrell Linda –	Business Ethics, Ethical Decision Making and Cases, Biztantra.
Hartman L, Chatterjee A, -	Perspectives in Business Ethics, McGraw Hill Publishing Co. Ltd
Boatright John –	Ethics and the conduct of Business, Pearson Education.

MBA(HR) Semester II

209: Soft Skills - II

Soft Skills

Unit No

Details to be covered

- Developing Interpersonal Skills and Teamwork:**
- 1 The Importance of Interpersonal skills at the workplace
Collaborating with Teams to deliver value. Effective Professional Networking. Developing Problem Solving skills
 - 2 **Etiquette and Manners :**
E-Mail etiquette, Dining etiquette, Social etiquette, business etiquette, telephone etiquette, Meeting Etiquette
 - 3 **Introspection:** Knowing yourself , your comfortable areas or subjects, Companies, sectors, functions, Employer Research
Skill set and competency mapping
Goal Setting :
Why set goals, set personal goals, SMART goals, tips for setting goals, achieving goals.
Presentation Skills :
Presentation Skills -do's and don'ts
Practical exercises on presentation skills.
Leadership Skills :
Assessing leadership qualities – experiential learning of leadership skills exercise in team work.
Decision Making Skills :
Decision Making through logic and Reasoning, dealing with personal problems, diagnosing and solving people problems, tools for effective decision making
Quantitative Logical reasoning
Mathematical through– quizzes – General Knowledge – Puzzles,
emotional intelligence -coping with emotions, interpersonal conflicts, emotional, rational balance
 - 4 **How to create a winning CV :**
Designing an Impressive CV
Defining the objective
Customizing the CV for each job
Identifying and Highlighting the right set of strengths
Presentation of academic and professional achievements
Formatting Styles, Do's and Don'ts and common mistakes
Preparing for Interview: Attire and Etiquette : Greetings, posture, handshakes, manners and actions, Common Interview blunders, Frequently asked questions for Freshers and Experienced professionals
 - 5 Structure and Format of a GD
Difference between a Discussion & an Argument
Observing, Reflecting and designing responses within a group
The art of being assertive and persuasive
Defining the correct Body Language and posture, Common Do's and Don'ts, Practice and Exercise
 - 6 Simulated Interview Situations
Do's and Don'ts before an Interview
Common formats of Company Interview assessments
What to speak?
Latest developments about the specific sector for last 5 years

How to create a winning CV :

MBA(HR) Semester II
210: Introduction to Business Analytics

Objectives:

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

Unit

Contents

- 1 Introduction, What is Business Analytics, Overview of Areas where Business Analytics is applied
- 2 Visualization and Data Issues, organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification, Introduction to Data Mining, Data mining process, data mining tools XL MINER.
- 3 Introduction to decision modeling – optimization, use of excel to solve business problems
- 4 Applications of Business Analytics - Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis
- 5 • Loyalty Analytics, Customer Life Time Value, Propensity Analytics, Churn Analytics, Customer Analytics Customer Segmentation, Cross-Sell or Upsell Models
- 6 Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics
Project Work

1. Purba Halady Rao, Business Analytics – an application focus, PHI Learning, 2013, ISBN 978-81-203-4819-6

MBA (HR) Semester II
211: Data Analysis Using Software Tools (SPSS)– Open course

Course Objectives

- To familiarize the students with the use of SPSS package for analysis and interpretation of statistical data.
- To use SPSS for effective decision reporting.

Unit	Contents
1	SPSS Windows Processes: Mouse and keyboard processing, frequently used dialog boxes, editing output, printing results, the Options option
2	Creating and editing a Data File Managing data: Listing cases, replacing missing values, computing new variables, recoding variables, exploring data, selecting cases, sorting cases, merging files
3	Graphs Creating and editing graphs and charts
4	Frequencies Frequencies, bar charts, histograms, percentiles
5	Descriptive Statistics Measures of Central Tendency, Variability, Cross Tabulation, Chi square Analysis, means procedure
6	Testing of Hypotheses Bivariate Correlation, The T test procedure, The one way ANOVA procedure.

Teaching Methodology

- Case based Lectures, Assignments, Projects, Exercises, Class Discussions and Videos.

Suggested Readings

Darren George, Paul Mallery: Gupta S. L. :	SPSS for Windows – Step by Step : Pearson Education, (LPE). SPSS 17.0 for Researchers, International Book House Pvt. Ltd. Quantitative Data Analysis With SPSS : A Guide for Social Scientists , Routledge
Alan Bryman, Duncan Cramer :	

MBA(HR) Semester II
212: E-Commerce Applications

Prerequisite

Basic Knowledge of computers and business concepts

Course Objectives:

- To enable knowledge about E-commerce, security issues of e-commerce, payment systems of e-commerce and various e-commerce applications.

Unit	Contents
1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.
2	Business Models for e-commerce Types of business models (B2B, B2C, C2B,C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.
3	E-commerce Security Security issues, privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.
4	E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card payment system, smart card.
5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.
6	Mobile Commerce: Overview of M-Commerce - Wireless Application Protocol (WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, , M-commerce applications, Mobile information Services, Mobile banking and trading.

Reference Material

Books

1. E-Commerce, C.S.V. Murthy, Himalaya Publishing House
2. E-Commerce A Managerial Perspective, P.T.Joseph, Prentice Hall of India

MBA(HR) Semester II
213: Societal concerns and NGO Operations

Unit	Contents
1	Introduction: NGO: concept, Characteristic features , types of NGO, social clubs, blood banks. Changing roles of NGO , NGO organizational structures .
2	NGO vs. Profit oriented organizations, features, Objectives , process and tasks of NGO, problems and prospects of NGO in India.
3	Problems and prospects of NGO in India and abroad, Role of government as a caretaker, planner for growth and development of NGO in India.
4	Business system and Societal aspects of Business- concept of Business – society relationships, Business as social system.
5	Social obligations and social responsibilities of business enterprise, Impact of business enterprise on society- business –its objectives and socially oriented organization.
6	Business its relationships with its stakeholders, business types of business enterprise , its contribution towards society, business core competency, sustainable advantage concept and applicability.

MBA(HR) Semester II
214: FOREIGN LANGUAGE

Syllabus for Foreign Language to be as per the Language offered and standard norms

MBA (HR) Semester II
Six Sigma

Course Objectives:

Understand Six Sigma Methodology and how it applies to their day-to-day work

- Demonstrate tools and techniques required to assist Black Belts in their company's Six Sigma projects
- Identify and implement small-scale improvement projects

Unit	Content
	Overview: Six Sigma and the Organization
1	Value of six sigma, Organizational goals and six sigma projects, Organizational drivers and metrics
2	Define Phase Project Identification, Voice of the customer (VOC), Project management basics, Management and planning tools, Business results for projects, Team dynamics and performance
3	Measure Phase Process analysis and documentation, Probability and statistics, Statistical distributions, Collecting and summarizing data, Measurement system analysis (MSA), Process and performance capability
4	Analyze Phase Exploratory data analysis, Hypothesis testing
5	Improve Phase Design of experiments (DOE), Root cause analysis, Lean Tools
6	Control Phase Statistical process control (SPC), Control plan, Lean tools for process control

Reference Books

1. The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to 100 Tools for Improving Quality and Speed by Michael L. George, John Maxey, David Rowlands and Mark Price
2. The Six Sigma Way: How to Maximize the Impact of Your Change and Improvement Efforts by Peter Pande, Robert Neuman and Roland Cavanaugh
3. The Six Sigma Handbook: A Complete Guide For Green Belts, Black Belts, And Managers At All Levels by Thomas Pyzdek
4. Statistics For Six Sigma Made Easy! by Warren Brussee
5. The Certified Six Sigma Green Belt Handbook by Roderick Munro, Govindarajan Ramu and Daniel Zrymiak
6. Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, and Flawless Healthcare by Jay Arthur

7. Six Sigma For Dummies by Craig Gygi and Bruce Williams
8. Six Sigma Demystified by Paul Keller
9. Six Sigma for Everyone by George Eckes
10. Six Sigma for Managers by Greg Brue

MBA (HR) Semester II
Enterprise Resource Planning (ERP)

Course Objectives:

- To understand the business process of an enterprise
- To grasp the activities of ERP project management cycle
- To understand the emerging trends in ERP developments

Unit	Content
	Introduction
1	Overview of enterprise systems – Risks and benefits - Fundamental technology – key elements to be consider in planning design and implementation of multi functional integrated ERP systems
2	Functional Modules Basics of ERP software - Small medium and large enterprise vendor solutions, BPR, Basics of ERP modules - Accounting and Finance, sales and Marketing, Materials and Production management etc
3	Implementation of ERP Planning for ERP -Implementation life cycle , Methodology and Frame work- Training – Data Migration. People Organization in implementation
4	Post Implementation of ERP Organizational and Industrial impact, Maintenance of ERP, Effect on System. Recent Developments in ERP
5	Developments in IT Technology, Considerations for Customer Relationship Management, Supply Chain Management and Business analytics etc.
6	Mini Cases citing the ERP in business scenario.

Reference Books

1. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
2. Summer, ERP, Pearson Education, 2008.
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.