

Syllabus

**Master of
Business Administration (HRD)
MBA (HRD)**

Two-Years Full-Time Post Graduate Degree Programme



**BOS Held on 20-10-2023
With effect from: 2023-24**

20/10/23

20/10/23

Department of HRD
Faculty of Management Studies
Veer Bahadur Singh Purvanchal University, Jaunpur

Head
Department of H.R.D.
V.B.S. Purvanchal University
Jaunpur (U.P.)
20/10/23

The Course:

Name: MBA (Human Resource Development)

Duration: 2 Years, Full-time

Eligibility: Graduate in any discipline with a minimum of 45% (5% Relaxation for SC/ST/OBC-Non Creamy Layer) marks. Students appearing in the final year of the qualifying examination may also apply.

Programme Objectives:

The PG programme in HR is designed to meet the growing demand for a new generation of HR professionals in the country and abroad. The main objective of this course is to provide the industry with highly trained and motivated HR professionals capable of maintaining and developing new knowledge workers by providing need-based education relevant to the dynamic socio-economic environment.

Programme Outcomes

The expected primary outcomes of the programme include;

- The students will be equipped with the requisite skill in human resource management.
- They will be familiarised with the latest practices of HR processes in the industry and academia.
- Students will have an insight into the understanding of the value of human capital and its effective utilization.
- They will be inculcated an urge in the students for continuous learning, a moral value system, and a spirit for commitment to their job.
- Students will be equipped to work in multinational corporations and leading academic institutions not only within the subcontinent but also abroad.
- Students will be well equipped with the requisite knowledge to conduct action research and development and basic research in human resource management and organizational behaviour.
- Students will be able to be as counselors and consultants with requisite skills and knowledge.

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Master in Business Administration-HRD (MBA-HRD)

Year	Sem	Paper	Code	Compulsory/ Elective	Paper	Credit
1	I	1	F040101T	Compulsory	Essentials of Management	4
	I	2	F040102T	Compulsory	Research Methodology	4
	I	3	F040103T	Compulsory	Human Resource Management	4
	I	4	F040104T	Compulsory	Industrial Psychology	4
	I	5	F040105T	Compulsory	Industrial Relations	4
	I	6		Minor Elective		4
	I	7	F040106R	Compulsory (Project)	Social Project (School/Hospitals/NGOs/ Municipality/Police Department etc) & Viva Voce	4
						28
1	II	1	F040201T	Compulsory	Human Resource Development	4
	II	2	F040202T	Compulsory	Computer Applications	4
	II	3	F040203T	Compulsory	Training & Development	4
	II	4	F040204T	Compulsory	Organizational Behaviour	4
	II	5	F040205T	Compulsory	Industrial Relations and Wage Laws	4
	II	6	F040206R	Compulsory (Project)	Project on Unorganized/Informal Sector (Any HR issue) & Viva Voce	4
						24
2	III	1	F040301T	Compulsory	Leadership, Team & Group Dynamics	4
	III	2	F040302T	Compulsory	Social Security and Occupational Safety Laws	4
	III	3	F040303T	Compulsory	Managerial Communication & Report Writing	4
	III	4 (A)	F040304T (A)	Elective (Any Two)	(a) Strategic HRM	4 credits for each elective 4*2=8
	III	4(B)	F040304T (B)		(b). Labour Welfare & Industrial Discipline	
	III	4(C)	F040304T (C)		(c). Managing Organizational Conflict & Stress	
	III	4(D)	F040304T (D)		(d). International HRM	
III	5	F040305R	Compulsory (Project)	Summer Training Project & Viva-Voce	4	
						24
2	IV	1	F040401T	Compulsory	Career and Performance Management	4
	IV	2	F040302T	Compulsory	Business Environment	4
	IV	3	F040303T	Compulsory	Organizational Change & Development	4
	IV	4(A)	F040404T (A)	Elective (Any Two)	(a). Human Resource Accounting & Auditing	4 credits for each elective 4*2=8
	IV	4(B)	F040404T (B)		(b). TQM & ISO-9000	
	IV	4(C)	F040404T (C)		(c). Ethical Issues in Management	
	IV	4(D)	F040404T (D)		(d). Functional Management	
	IV	4(E)	F040404T (E)		(e) Strategic Management	
IV	5	F040405R	Compulsory (Project)	Research Report & Viva-Voce	4	
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MBA (HRD) Programme First Semester

Year	Sem	Paper	Code	Compulsory/ Elective	Paper	Credit
1	I	1	F040101T	Compulsory	Essentials of Management	4
	I	2	F040102T	Compulsory	Research Methodology	4
	I	3	F040103T	Compulsory	Human Resource Management	4
	I	4	F040104T	Compulsory	Industrial Psychology	4
	I	5	F040105T	Compulsory	Industrial Relations	4
	I	6			Minor Elective	4
	I	7	F040106R		Compulsory (Project)	Social Project (School/Hospitals/NGOs/ Municipality/Police Department etc) & Viva Voce

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: First
Course: Compulsory			
Course Code: F040101T		Course Title: Essentials of Management	
Course Objective: The objective of this paper is to make students familiar with the origin of management and managerial functions.			
Course outcomes: After completing this course students should be able to: CO1: Develop understanding about practical aspect of basic management function & theories. CO2: Make best use of available resources by developing sound and effective plan. CO3: To make rational and effective decisions. CO4: To interpret the functional aspect of organizational structure. CO5: To control the management process through various managerial control techniques			
Credits: 4		Compulsory Course	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Theories of Management: Evolution of management thoughts, Theories of Management, Contribution of Taylor, Weber and Fayol management and Modern Management Theories, CK Prahlad. Managing in today's Environment: Meaning, Definition, Characteristics of Management, Nature of Management, Professionalism (Arguments for and Against Professionalization), Levels of Management and Skills of a Manager.		12
II	Managing the Organization Resources: Concept, Process and types of planning-Meaning, Characteristics, Advantages, Limitations, Essentials of sound Plan, Steps in Planning Process, Planning Premises, Types and Elements of Planning, Decision of Rational decision Making, Creativity in Decision- Making Concept of MBO, Characteristics, Objectives, MBO-Process, Advantages, Limitations. Managing organizational change.		10
III	The anatomy of an Organization: Concept, Nature, Process, Significance, Principle of Organizing, Concept of Distinctions between Line and Authority, Line Staff and Functional Authority relationships, Delegation and Decentralisation, Distinction between formal and Informal Organisation group dynamics.		8
IV	Managerial Control: Concepts, Nature, Elements, Significance, Types, Interrelationship between planning and control, Steps in control process, Requirements of an effective control system, Management by Exception, Techniques of Management Control- ROI, PERT, CPM, MIS.		10
Suggested Readings:			
<ul style="list-style-type: none"> • Koontz Heroltz & Wehrich Heinz. (2020). <i>Essentials of Management</i> (11th ed.). Tata McGraw Hill. • Prasad, L. M. (2020). <i>Principles and practice of management.</i>(8th ed) Sultan Chand & Sons. • Singh, C., & Khatri A. (2016). <i>Principles and practice of Management and Orgnizational Behavior.</i> Sage Publication • Tripathi P.C. & Reddy P.N. (2012). <i>Principles of Management</i>, Tata McGraw Hill, New Delhi. • Vasishth, N. & Vasishth, V. (2014). <i>Principles of Management (text & Cases)</i>, Taxmann's Publication 			
Suggested Continuous Evaluation Methods: Apart from the theoretical knowledge, students will be evaluated on the basis of problem-solving skills through case studies, role-playing and management games. Continuous changes and platforms will be provided to check their ability to apply managerial roles and managerial skills in various programs and events within the extra-curricular activities. In addition, the course will also include the group discussion, training, workshops, practical assignments, presentation, and special lecture for the 360-degree evaluation of teaching and learning outcomes.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: First
Compulsory Course			
Course Code: F040102T		Course Title: Research Methodology	
Course objective: The objective of this paper is to develop research aptitude amongst students through knowledge of all the concepts related to research.			
Course outcomes: After completing this course students should be able to: CO1: To develop research oriented thinking and logical aptitude. CO2: To conduct research through systematic process CO3: To do sampling and develop scales for attitude measurement CO4: Data handling and interpretation CO5: Apply statistical techniques for data analysis CO6: Use the statistical software SPSS			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Introduction: Meaning, Definition, Characteristic, Objectives, Significance, Process of Research, Approaches to Research, Characteristics of Business Research, Application of Business Research in India. Research Design: Types of Research - Exploratory, Conclusive, Formulation of hypothesis, Type I and II error. Sampling: Sampling method - Probability and non-Probability, sampling error	10	
II	Data Collection: Collection of Data - Primary & Secondary Sources, Types of scales, Classification- Questionnaire, Schedule and Scale Development, Attitude measurement scale.	8	
III	Data Analysis – Preparation, Manipulation, Cleaning, Coding, Tabulation, Graphical Representation of Data, Measurement of central tendency and dispersion: Mean, Mode, Median, Standard Deviation, Variance, Skewness, Kurtosis, Reliability and Validity, Normal Distribution, Testing of Hypothesis.	12	
IV	Statistical Techniques: Correlation (product-moment) Karl Pearson's and Rank, Regression Analysis, Independent and Dependent Test (t-test, F-test, χ^2 – test), Introduction to statistical Package for the Social Sciences (SPSS) and AMOS, Ethics in Research and Plagiarism.	10	
Suggested Readings:			
<ul style="list-style-type: none"> • Blunch, J. Niels, (2015). <i>Introduction to Structural Equation Modelling Using SPSS and Amos</i>. (1st ed). Sage Publication • Field, P.A. (2019). <i>Discovering Statistics using IBM SPSS Statistics</i>.(4th ed). SAGE Publications • Gupta, S.P. (2019). <i>Statistical Method</i>. (46th ed.) Sultan Chand & Sons. • Kothari, C.R., & Garg. G. (2019). <i>Research Methodology</i>, (4th ed.) New Age International (P) Ltd. Publishers • Kumar, R. (2010). <i>Research Methodology: A Step-by-Step Guide for Beginners</i>. United Kingdom: SAGE Publications. • Malhotra, N. K., & Dash, S. (2019). <i>Marketing research: An applied orientation</i>. (7th ed.) Pearson Education. • Newbold, P., Carlson, W. L., & Thorne, B. (2013). <i>Statistics for business and economics</i>. Boston, MA: Pearson. 			
Suggested Continuous Evaluation Methods: Students will evolve based on their understanding of the basic concepts of research and its methodologies through test series and internal assessment. The student will be asked to identify an appropriate research topic, select and define appropriate research problem and parameters, prepare a project proposal (to undertake a project), and write a research report.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: First
Compulsory			
Course Code: F040103T		Course Title: Human Resource Management	
Course objective: The objective of this paper is to train students on human skills and make them understand the significance of managing people at workplace.			
Course outcomes: After completing this course students should be able to: CO1: Understand the role and importance human factor in organization CO2: To do the planning of human resource effectively CO3: To do the recruitment process and conduct induction and orientation program CO4: To know the technicality of compensation and could frame a competitive structure of compensation. CO5: To design the job and do the job analysis			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Introduction: Concept, Importance, Objectives, Nature & Scope of Human Resource Management, Human Resource Management as a Profession, Evolution & Development of Human Resource Management, Function of Human Resource Management & Organization of Personnel Office, Roles of Personnel Manager, HRM & Human Resource Management.		12
II	Human Resource Planning: Concept, Macro and Micro levels HRP, HRP Process – Demand & Supply Forecasting Determining Human Resource Requirements, Action Planning, Monitoring & Control, HRP Redundancies & Reallocation of HR, HRP Techniques and Formulation, Technological Changes in HRP Controlling HR cost, Recruitment & selection, Induction & Orientation.		8
III	Employee Compensation: Definition & Objectives, Types, Factor Affecting, Employee Compensation, Problems in Compensation Planning, Wage – Meaning, Definition, Need for Rational Wage Policy, Components of Industrial Pay Structure, Methods of Wage fixation, Factors Affecting Wage Policy, Difference between Salary & Wages. Fringe Benefits: Concept, Principles, Classification, Importance, Fringe Benefits & Productivity, Fringe Benefits and IR, Fringe Benefits & Absenteeism, Fringe Benefits & Labor Turnover.		10
IV	Job Design and Job Analysis: Job Design, Approaches, Need, Process, Job Analysis, Job Description, Job Specification, Employee Specification. Job Evaluation & Job Pricing – Job Evaluation Concept, Scope, Meaning & Methods, Job Pricing : Techniques, Pricing of Managerial Job.		10
Suggested Readings:			
<ul style="list-style-type: none"> • Armstrong, M. & S. Taylor. (2017). <i>Armstrong's Handbook of Human Resource Management Practice</i> (14th ed.). London: Kogan Page. • Aswathappa, K. (2017). <i>Human Resource Management: Text and Cases</i>. (8th ed.) New Delhi: McGraw Hill. • DeCenzo, D.A., Robbins, S. P., & Verhulst, S.L. (2016). <i>Human Resource Management</i> (12th ed.). Wiley. • Dessler, G. & Varkkey, B. (2020). <i>Human Resource Management</i> (16th ed.). Pearson Publication. • Gupta, P. K., & Chhabra, S. (2015). <i>Human Resource Information system</i>. (1st ed) Himalaya Publications. • Matoria, C. B. (2011). <i>Personnel Management</i>, Himalaya. Publications House. • Wilton, N. An Introduction to Human Resource Management. Retrieved from SAGE edge: https://edge.sagepub.com/wilton3e 			
Suggested Continuous Evaluation Methods: To test the students' HR skills and their ability to assess the constraints and opportunities associated with employee management, a different set of activities will be conducted to have them the chance of role-playing, decision making, team management, group behavior, and self-appraisal. Students' understanding, application, and research aptitude will be monitored and developed through the methods of assignments, presentation, and group activity.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: First
Compulsory Course			
Course Code: F040104T		Course Title: Industrial Psychology	
Course objective: The objective of this paper is to make students understand the various psychological principles and theories applied at workplaces.			
Course outcomes: After completing this course students should be able to:			
CO1: To understand the importance of psychology of individual as an employee			
CO2: Understand the personality traits of an individual at workplace			
CO3: Design psychological test			
CO4: Handle the issues of conflict, stress, dissatisfaction and motivation			
CO5: Do the counselling of individuals			
CO6: Boost the morale and sense of satisfaction among individual			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Industrial Psychology: Concept, Nature and Scope, Historical Development of Industrial Psychology.		8
II	Individual Difference & Psychological Tests: Concept of Personality, Difference in Intellectual and personality traits, Nature of Psychological Tests, Steps in Test Development, Classification of Psychological Tests with examples.		10
III	Human Engineering & Industrial Accidents: Quality of work-life, Concept of Human Engineering, New Trends in Human Engineering, Principles of Human Performance, Working Condition, and Psychological Factors related to Accidents, Reduction of accidents, Human and economic costs of accidents.		10
IV	Job Satisfaction and Employee Counseling: Meaning, Concept, Nature, Importance, Measuring Job Satisfaction and its Impact on Productivity and Motivation, Employee Counseling: Meaning, Need, Goals, Types Methods & Process. Morale: Meaning, Characteristics, Determinants, Measuring Morale, Methods of increasing Morale, Morale & Productivity, Morale & Job Satisfaction.		12
Suggested Readings:			
<ul style="list-style-type: none"> • Blum, M.L., & Neyler, J.C. (2017) <i>Industrial Psychology</i>. (3rd ed.) New Delhi: Sage Publications. • Ghosh, P. K. & Ghorpade, M. B. (2017). <i>Industrial Psychology</i>. New Delhi: Himalya Publications. • Schein, E. H. (1979) <i>Organizational Psychology</i>. (3rd ed.) Prentice Hall Inc. • Spector, P. E. (2020). <i>Industrial & Organizational Psychology: Research & Practice</i>. • Tiffin, J., & McCormick, J.E. (1980). <i>Industrial Psychology</i> (7th ed.). Prentice Hall. • United Kingdom: Wiley. • American Psychological Association. (n.d.). Retrieved from "https://www.apa.org/" • TECHNOLOGY, M. I. (n.d.). MIT OPENCOURSE WARE. Retrieved from "https://ocw.mit.edu/" 			
Suggested Continuous Evaluation Methods: Through the inclusion of case studies, group discussion, simulation training, workshops, practical assignments, presentation, industrial visits, and special lectures from industry experts, the evaluation of teaching and learning outcomes will be performed.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: First
Compulsory Course			
Course Code: F040105T		Course Title: Industrial Relations	
Course Objective: The objective of this paper is to make students acquainted with the various aspects of Industrial relationship necessary for industrial democracy and peace.			
Course outcomes: After completing this course students should be able to:			
CO1: To understand the role of each party involved in Industrial relation			
CO2: To prevent and settle any kinds of disputes and strikes			
CO3: To maintain industrial democracy and harmonious relation			
CO4: To handle grievance of the involved parties			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-1			
Unit	Topics		L/T/P =40
I	Industrial Relations: Definition, Needs, Concept, Impact of IR on Production, Govt. role in managing IR, Functional requirements of good IR program, Factors in influencing Industrial Relations. Approaches of IR, Theories of IR, Growth of IR in India, India & ILO.		10
II	Industrial Disputes: Meaning, Causes, Types (Strikes, Lockouts, Demonstration, etc) Prevention & Settlement of Industrial Disputes.		8
III	Industrial Democracy: Concept, Workers Participation in Management, Prerequisites of WPM, Levels and Forms of participation. Grievance Handling: Concept meaning and objective, Process of Grievance Handling, Types of Grievance Handling Process.		12
IV	Trade Unionism & Collective Bargaining <ul style="list-style-type: none"> • Trade Unionism: Concept, Development of Trade Unionism, Problems of Trade Union, Functions of Trade Unions, Registration and Recognition of Trade Unions. • Collective Bargaining: Meaning, Objectives, Process of collective Bargaining, Prerequisites of Successful Collective Bargaining. 		10
Suggested Readings: <ul style="list-style-type: none"> • Chahbra, T.N. (2018). Industrial Relation: concepts & Issues. Dhanpat Rai & Co. • Sinha, P. R., Sinha, I. B., & Shekhar, S. P. (2017). Industrial Relations, Trade Unions and Labour Legislation. India: Pearson India. • Venkata Ratnam, C. S., & Dhal, M. (2017). Industrial Relations. Oxford University Press, India • Subbarao, P., & Matoria, S. (2016) <i>Dynamics of IR</i>. (16thed.). Himalayan Publications. • Yoder, D. (2016). <i>Personnel Management & IR</i>. New Delhi: Prentice Hall Inc. • Ahuja, K. K. (2008). <i>Personnel Management</i>. (4th ed.) Kalyani Publications. • Subba Rao. P. (2011). <i>Essentials of HRM & IR: Text Cases & Games</i>. Konark Publications. • India, G. o. (2020). Retrieved from: https://egazette.nic.in/https://egazette.nic.in/WriteReadData/2020/222118.pdf 			
Suggested Continuous Evaluation Methods: The course learning outcomes will be assessed based on students' participation and related outcomes, including the case study, group discussion, role-playing, Simulation training, workshops, practical assignments, and presentation.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)	Year: First	Semester: First
Major Survey		
Course Code: F040106R	Social Project (School/Hospitals/NGOs/ Municipality/Police Department etc) & Viva Voce	
About the Paper:		
Course Objective: The objective of this paper is to sensitize students to social issues.		
Credits: 4	Compulsory (Other Faculty/Department)	
Max. Marks: 25+75	Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 1-0-3		
<p>Course Introduction: Student needs an understanding of social issues and functioning of various institutions as an organization. Working with people brings up some real situations and allows students to learn and analyze the actual situation and give them the experience of participation in social work. The students are required to give at least 12 hours per week for fieldwork. They will be placed in the communities/ Institutions/NGO/Hospitals/Schools/social welfare organizations in the second semester. Every student is required to make a minimum of 15 concurrent field visits. On completion of the required number of hours in fieldwork, students are required to submit a report based on their experience and learning.</p>		
<p>Course outcomes: After completing this course students should be able to CO1:The student will have a better understanding of social problems and the functioning of institutions through various services. CO2:They will also understand, appreciate, and develop the ability to evaluate voluntary and government programs' initiatives. CO3:Develop an appreciation of social work intervention in these programs. CO4:Relevant factual information about the client system and the problem CO5:Personality buildup for volunteerism.</p>		
<p>Suggested Continuous Evaluation Methods: The assessment could be done by asking for fieldwork reports for their visits. 1. Attendance, regularity, and punctuality. 2. Integration of theory into practice. 3. Participation during individual and group conferences. 4. Submission of fieldwork reports, clarity, and expression. 5. Professional growth and commitment</p>		
<p>Suggested institutions: The student may go to Hospitals, Schools & Colleges, Government offices, Government departments.</p>		
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**MBA (HRD) Programme
Second Semester**

Year	Sem	Paper	Code	Compulsory/ Elective	Paper	Credit
2	II	1	F040201T	Compulsory	Human Resource Development	4
	II	2	F040202T	Compulsory	Computer Applications	4
	II	3	F040203T	Compulsory	Training & Development	4
	II	4	F040204T	Compulsory	Organizational Behaviour	4
	II	5	F040205T	Compulsory	Industrial Relations and Wage Laws	4
	II	6	F040206R	Compulsory (Project)	Project on Unorganized/Informal Sector (Any HR issue) & Viva Voce.	4

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: Second
Compulsory Course			
Course Code: F040201T		Course Title: Human Resource Development	
Course Objective: The objective of this paper is to make students understand the importance of Human Resource Development necessary for individual and organisational growth.			
Course outcomes: After completing the course students should be able to:			
CO1: Apply basic HRD philosophies in designing HR practices			
CO2: To develop an ideal HR culture			
CO3: To do all the HRD practices to ensure Individual's development aligned with organizational development			
CO4: To do competency mapping			
CO5: Apply HRD practices according to the latest trends			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Introduction: Concept, Need, Objective, Philosophy, Pre-requisites, Policies, HRD Action Plan, HRD – Responsibility, HRD as a System and Subsystems, HRD Process, Mechanism, Principles in Designing HRD System, Structure of HRD, HRD Approaches, HRD Matrix, Role of HRD in Organization, Attributes of HRD Managers, Challenges in HRD, HRD in Indian Industry.		12
II	HRD Strategies: HRD Styles, HRD Culture: OCTAPACE, Role of Top Management in Building HRD Culture. HRD in organizations: Selected cases covering HRD practices in different organizations		10
III	HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.		8
IV	HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.		10
Suggested Readings:			
<ul style="list-style-type: none"> Subbarao, P. (2015). <i>Personnel/HRM: Text & Cases</i> (5th ed.) Himalaya Publications. Monappa Arun (2015) <i>Managing Human Resource</i>. Laxmi Publication Rao, T. V. (2014). <i>HRD Audit: Evaluating the Human Resource Function for Business Improvement</i>. India: SAGE Publications. Subba Rao, P. (2012). <i>Personnel/Human Resource Management; Text, Cases and Games</i>, Konark publishers Pvt. Ltd. Tripathi, P.C. (2013). <i>Human Resource Development</i>, Sultan Chand & Sons. Rao, T. V. (2010). <i>Readings in Human Resource Development</i>. India: CBS Publishers & Distributors. Rao, T.V. (1995), <i>Human Resource Development: Experiences, Interventions, Strategies</i>, Sage Publications, New Delhi University of Minnesota. (n.d.). Retrieved from: https://open.lib.umn.edu/humanresourcemanagement/ 			
Suggested Continuous Evaluation Methods: For testing the student's understanding of practical and experiential learning of the course, students will go through a series of workshops, invited lectures from industry and academia, case studies, group discussions, practical assignments, and presentations. Presentations/Video/ Case Studies/Role Plays, lectures, entire teaching and learning outcomes will be monitored and evaluated for better results.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: Second
Compulsory Course			
Course Code: F040202T		Course Title: Computer Applications	
Course Objective: The objective of this paper is to develop basic computer-related skills amongst the students.			
Course outcomes: After completing this course students should be able to : CO1: To use computer for maintaining data and records CO2: To work on MS-Word CO3: To know the basic commands of MS-Excel CO4: To design power point presentation CO5: To make use of Internet for smart work.			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-2			
Unit	Topics		L/T/P =40
I	Fundamental and computer Application: Computer application, Hardware, Software, Languages of computer, Operating system. MS-Word: File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy Paste, merger, Page Setup, Typing and their commands.		10
II	MS Excel: Creating Worksheet, Entering and Editing Text, Numbers and formulas cells lookup tables, auto-fill. Rearranging worksheets: Moving, copying, sorting, inserting deleting cells, deleting & parts of work shared, reaction at formulas to worksheet design changes. Excel formatting: Excel page setup. Auto format, manual format using styles; format painter. Changing font sizes and attributes. Wrapping text, using border buttons and command. Working with graphics: Creating and placing graphic objects, resizing positioning graphic		10
III	MS Powerpoint: Basics; colour scheme, templates, getting started, creating presentation: Auto content wizard, inserting, deleting slides. Working with text: Editing and moving text, spell checking, finding and replacing text; formatting text-aligning text. Show Time: Arranging previewing and rehearsing slides, transition and Build effects, deleting slides, printing presentation elements creating overhead transparencies; sharing presentation tiles with others.		12
IV	Internet and Intranet: World wide web, ISP, HTTP, IP Address, URL, HTML, XML, creating e-mail ID, e-mailing, creating folders in e-mails, attaching files, Downloading, e-mail Spam, e-mail filters, e-Commerce, malwares, Cloud computing, Social media, Cybersecurity		8
Suggested Readings:			
<ul style="list-style-type: none"> • Ram, B. & Kumar, S. (2020). Computer Fundamentals: Architecture & Organization (6th ed.). New Age International Pvt. Ltd. • Arora, A. (2015). Computer Fundamentals and Applications. India: Vikas Publishing House. • Gupta, A. K. (2008). <i>Computer at a Glance</i>. Shree Publishers & Distributors. • Sinha, P. K. <i>Computer Fundamentals</i>. (6th ed.) New Delhi: BPB Publications. • Sinha, P. K. (2004). <i>Computer Fundamentals</i>. (6thed.) New Delhi: BPB Publications • Thareja, R. (2019). Fundamentals of Computer (2nd ed.). Oxford University Press 			
Suggested Continuous Evaluation Methods:			
For enriching the computer knowledge and skills among the students, activities like; lab/assignments/workshops and advanced lectures will be incorporated to advance the teaching and learning outcomes. The practical works include making new files, using cut, copy, paste, and merger, creating/formatting tables using Excel, creating and managing data files for experiential learning. Further, assignments requiring tasks related to using the internet and web browsing, sending and receiving e-mails through e-mail POP 3 account, creating worksheets and different types of graphs using excel, creating slides and presentations using PowerPoint, and preparing a report on priority.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: Second
Compulsory Course			
Course Code: F040203T		Course Title: Training & Development	
Course Objective: The objective of this paper is to give students in-depth knowledge related to training & development and making them realise the significance of training & development for individual and organisational success.			
Course outcomes: After completing this course students should be able to :			
CO1: To understand the concept and importance of training in an organization			
CO2: To assess and identify the training need			
CO3: Train conduct and design effective training programmes			
CO4: To evaluate the training programme			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Introduction: Concepts of Learning, Training, Education and Development, Transfer of Learning, Role of Learning in T & D, Adult Learning, Distance Learning, Types of Training.		10
II	Training Need Identification (TNI): Objective, Need, Approaches to TNI, Training Need Assessment (TNA), Application of TNA in Organisation, Stages of TNA, Classification of Corporate Training Needs, Relation of Training Need with Career Life – Cycle, Determining Training Need at Level of performance, Obtaining Information, Influences on TNI, Who Identifies Training Need, Comparing Data, Analyzing Training Needs.		12
III	Conducting the Training Programmes: Planning, Organizing, Preparing session plan, Budgeting & Controlling of Training Programs, Drafting training proposal, Organization & Structure of Training & Development, Training Methodology, Management Development through Training.		8
IV	The Trainer and Training Aids: Audio-Visual Aids in Learning, Computer Based Training, Designing Training Program, Conducting Training Program, Qualities of an Effective Trainer. Evaluation of Training Programs: Concept, Need, Principles, Evaluation Design, Evaluating Transfer of Learning on the Job, Techniques & Problems in Measurement of Training, Feedback.		10
Suggested Readings:			
<ul style="list-style-type: none"> • Taylor, & Lippitt. (2016). <i>Management Development & Training Handbook</i>. UK: McGraw Hill. • Bhattacharyya, D. K. (2015). <i>Training & Development: Theories & Applications</i>. India: SAGE Publications. • Biech, E. (Ed.). (2014). <i>ASTD Handbook: The Definitive Reference for Training & Development</i>. United States: ASTD Press. • ISTD. <i>Diagnosing Management Training & Development Needs</i>. New Delhi: ISTD. • Lynton, R. P., & Pareek, U. (2011). <i>Training for Development</i>. India: SAGE Publications. • Noe, R. A. (2010). Academia. (McGraw-Hill Irwin) Retrieved from: https://www.academia.edu/37724770/Employee_Training_and_Development_book 			
Suggested Continuous Evaluation Methods: Students learning outcomes will be tested on the basis of applications of the concepts through activities such as group work, lectures, discussions of practical examples, audio-visuals, exercises, and case studies based on various organizations.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: Second
Compulsory Course			
Course Code: F040204T		Course Title: Organizational Behavior	
Course Objective: The objective of this paper is to make students understand the behaviour-related aspect of human, how it affects the people, organisation, and how to manage it.			
Course outcomes: After completing this course students would be able to:			
CO1: To understand OB models and its application in interpreting employees behavior in organization			
CO2: Manage employee's behavior at work			
CO3: To handle individual's issue according to their personality type.			
CO4: To develop learning culture and motivate individuals			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Introduction: Concept, Nature of Organizational Behavior, Behavioral Science as an Interdisciplinary Subject, Need of Integrated Approach to Study Behavior, Significance of Behavioral Science for Managers, Understanding individual behaviour, OB Models, Challenges in OB.		10
II	Perception and Attitude: Perception: Meaning, Significance of Perception for understanding Human Behavior, Perceptual Process and Factors Influencing Perception, Emotional Intelligence. Attitude: Meaning, Concept, Significance, Sources, Types, Significance of Attitude for understanding Human Behavior, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance Theory, Attitude Change.		10
III	Personality and Learning Personality: Concept, Factors influencing Personality, Theories of Personality, Personality job fit theory, Transactional analysis, Johari window. Learning: Concept, Process, Learning Theory and OB, OB Modification, Meaning, Steps in OB Modification Process, Introduction to Leadership, Power and Politics, Organizational Culture and conflict.		10
IV	Motivation: Motivation and Nature of Human Behavior, Process, Theories of Motivation, Application, Maslow's need hierarchy, ERG theory, McClelland theory, Equity theory, Herzberg's two factor theory, Vroom's expectancy theory, Theory X, Y and Z; Work designing for creating motivating job. Individual Decision Making: Types, Approaches, Process, Guidelines for Effective decision making; Psychological contract, organizational citizenship behaviour.		10
Suggested Readings:			
<ul style="list-style-type: none"> Ashwathappa, K. (2017). <i>Organisational Behavior</i> (12th ed.). Himalaya publications. Luthans, F. (2015). <i>Organizational Behaviour</i> (13th ed.). McGraw-Hill Irwin. Moorhead, G., & Griffin, W.R. (2007). <i>Organizational Behavior</i>. Houghton Muffin Co. Pareek, U. & Khanna, S. (2016). <i>Understanding Organizational Behaviour</i> (4th ed.). Oxford University Press. Robbins. P. Stephens, Judge. T & Vohra. N (2018). <i>Organizational Behavior</i>. (18th ed.) Pearson. Singh, K. (2015). <i>Organizational Behaviour: Text and Cases</i> (3rd ed.). New Delhi: Vikas Publication. Open textbook library. (n.d.). Retrieved from University of Minnesota: https://open.umn.edu/opentextbooks/ https://open.umn.edu/opentextbooks/ 			
Suggested Continuous Evaluation Methods:			
Students will be provided the opportunities for working in a team, sharing the workload, quality of work, and contribution to team process (conflict management, interpersonal relations) through practical assignments, managing events, and academic programme. In addition, students will be exposed to the team project and presentation, case study preparation, and presentation for their evaluation on the grounds of group behavior, team spirit, peer's group behavior, decision-making skills, leading ability, and management insight in a behavioral sense.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme/Class: Degree MBA (HRD)		Year: First	Semester: Second
Compulsory Course			
Course Code: F040205T		Course Title: Industrial Relations and Wage Laws	
Course Objective: The objective of this paper is to make students acquainted with the laws pertaining to compensation and social security of the employees.			
Course outcomes: After completing this course students should be able to:			
CO1: Apply the legal provisions in framing the compensations structure			
CO2: Handle the issues of industrial relation with legal insight			
CO3: Understand the statutory provisions guiding industrial relations and industrial disputes			
CO4: To implement design the social security related compensation with legal feasibility			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-0-0			
Unit	Topics	No. of Lectures Total=40	
I	Code on Wages, 2019-I: Covering main provisions of Provisions of Minimum Wages Act, 1948, Payment of Wages Act, 1936 , includes determination of wages, including the methods for fixing or revising wages, payment of wages, including the frequency of wage payments, deductions that can be made, and the manner in which wages should be paid, appointment of inspectors, their powers, and the procedures for filing complaints. penalties in case of violations, such as non-payment or delayed payment of wages, and the process for adjudication and appeals.	12	
II	Code on Wages 2019 -II: Covering the main provisions of Payment of Bonus Act, 1965, definitions, eligibility and criteria of bonus calculation, penalties. Main provisions of Equal Remunerations Act, 1976	8	
III	Code on Industrial Relation 2020-I: Trade Union Act, registration, recognition, alteration, rights, recognition, office bearer, appeals and cancellation, Rights and liabilities of recognized trade unions,	8	
IV	Code on Industrial Relation 2020-I: Industrial Disputes Act, definition, Procedures for conciliation in industrial disputes, roles, functions, dispute settlements, strikes, lockouts, layoffs, retrenchment, closure of industrial establishments, Compensation in case of lay-off. Conditions of employment and penalties.	12	
Suggested Readings:			
<ul style="list-style-type: none"> • Kapoor, N.D., Abbi, R, & Bhushan, B. (2018). <i>Elements of Industrial Law</i>. Sultan Chand & Sons. New Delhi. • Kumar, H. L. (2016). <i>Labour Laws</i>. Universal Law Publishing. • Malik, P.L. (2017) <i>Industrial Laws</i> (23rd ed) Eastern Book Company. • Relevant Bare Acts. • Srivastava, S.C. (2020). <i>Industrial Relation and Labor laws</i> (7th ed). Vikas Publishing. • Taxmann. (2019). <i>Labour Laws</i>. Taxmann Publications • URL: https://labour.gov.in/labour-codes 			
Suggested Continuous Evaluation Methods: Students learning outcomes will be tested on the basis of applications of the concepts through activities such as group work, lectures, discussions of practical examples, audio-visuals, exercises, and case studies based on various organizations.			
Suggested equivalent online courses:			
Further Suggestions:			

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Program/Class: Degree MBA (HRD)	Year: First	Semester: Second
Survey Research Report		
Course Code: F040206R	Project on Unorganized/Informal Sector (Any HR issue) & Viva Voce	
<p>About the Paper: The paper helps students to understand the practical and functional aspects of the unorganized/informal sector. In addition, the course will allow students to view this sector from an HR angle. The students are required to give at least 12 hours per week for fieldwork. The students will go to the field/any unorganized /informal sector to study and collect data on any HR issue. Every student is required to make a minimum of 10 concurrent fieldwork visits. On completion of the required number of hours in fieldwork, students are required to submit a report based on their experience and learning.</p>		
Credits: 4	Compulsory (Other Faculty/Department)	
Max. Marks: 25+75	Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 1-0-3		
<p>Course outcomes: After completing the course students should be able to: CO1: Understand the challenges being faced by unorganized/informal sectors. CO2: They will develop an insight for effective and efficient utilization of human resources in the sector. CO3: Come up with innovative and systematic ways to solve the problems of unorganized/informal sectors.</p>		
<p>Suggested Informal and Unorganized Sectors: Small shops, Departmental Stores, Small Restaurants, Vendors, Auto/CAB drivers</p>		
<p>Suggested Continuous Evaluation Methods: The students will be required to submit a project report on their selected HR topic. The students have to defend their project compulsorily before the panel of the expert which will be evaluated as under</p> <ul style="list-style-type: none"> • Project report evaluation - 75 • Viva-voce - 25 Total 100 Marks. 		
<p>Further Suggestions: Students will seek help from their Faculty members in selecting HR Topic/ Sector/ and preparation of project report.</p>		

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MBA (HRD) Programme Third Semester

Year	Sem.	Subject	Paper Code	Compulsory/ Elective	Paper Name	Credit	
II	III	1	F040301T	Compulsory	Leadership, Team & Group Dynamics	4	
	III	2	F040302T	Compulsory	Social Security and Occupational Safety Laws	4	
	III	3	F040303T	Compulsory	Managerial Communication & Report Writing	4	
	Each student will opt any two course from the given pool of 4 open elective courses						
	Open Elective Courses						
	III	4A	F040304T(A)	Elective	(a) Strategic Human Resource Management	4	
	III	4B	F040304T(B)	Elective	(b). Labour Welfare & Industrial Discipline	4	
	III	4C	F040304T(C)	Elective	(c). Managing Organizational Conflict & Stress	4	
	III	4D	F040304T(D)	Elective	(d). Cross-cultural and International HRM	4	
	III	5	F040305R	Compulsory (Project)	Summer Training Project & Viva-Voce	4	

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Programme /Class: Degree MBA(HRD)		Year: Second	Semester: Third
Compulsory Course			
Course Code: F040301T		Leadership, Team & Group Dynamics	
Course Objective: The objective of this paper is to make students understand the concept of leadership, team and group dynamics at organisational level.			
Course outcomes: After completing this course students should be able to:			
CO1: Work in group and understand the group dynamic			
CO2: Prioritizing the group's interest			
CO3: Work, build and lead a team			
CO4: Lead people/team/organization			
CO5: Understand the power and politics and using them in constructive way			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Group: Meaning, Functions, Types, Reasons for joining Group, Stages of Group Development, Characteristics and Advantages, Disadvantages of Informal Groups. Group Dynamics: Concept, Group Norms, Group Cohesiveness, Group Think, Group Shift and Group Decision Making Techniques Team and Team Building: Concept, Types, Teamwork, Life Cycle of Team, and Ingredients of Effective Team Building Process – Skills useful in Team Building, Self-managing Teams	12	
II	Leadership Basics, Power & Politics: Leadership- definition, Styles, Leader v/s Manager, Source of Power, Factors Determining Power Relationship, Organization Politics.	8	
III	Approaches to Leadership: Trait Approach: Negative leadership Traits; Attitudinal Approaches: Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likert's Management System, The Leadership Grid Situational Approaches: Tannebaum-Schmidt Continuum, Fiedler's Contingency Model, House Mitchell Path-Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model	12	
IV	Contemporary Issues in Leadership: Inspirational approach to leadership: Charismatic Leadership, Transactional and Transformational leadership. Contemporary Leadership Roles: Mentoring, self Leadership and E-Leadership	8	
Suggested Readings:			
<ul style="list-style-type: none"> • Ashwathappa, K. (2017). <i>Organisational Behavior</i> (12th ed.). Himalaya publications. • Luthans, F. (2015). <i>Organizational Behaviour</i> (13th ed.). McGraw-Hill Irwin. • Mullins, L. J., & McLean, J. E. (2019). <i>Organisational behaviour in the workplace</i>. Harlow: Pearson. • Rao, V.S.P. & Narayan, P.S. (1987) <i>Organization Theory & Behavior</i>. Delhi: Konark Pub. Pvt. Ltd • Robbins, S. P., Judge, T. A., & Vohra, N. (2019). <i>Organizational behaviour by pearson 18e</i>. Pearson Education India. • <i>Open textbook library</i>. (n.d.). Retrieved from University of Minnesota: https://open.umn.edu/opentextbooks/ https://open.umn.edu/opentextbooks/ 			
Suggested Continuous Evaluation Methods:			
Students learning outcomes will be tested based on applications of the concepts through activities such as group work, lectures, discussions of practical examples, audio-visuales, exercises, and case studies based on various organizations.			
Suggested equivalent online courses			
Further Suggestions			

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Programme /Class: Degree MBA(HRD)		Year: Second	Semester: Third
Compulsory Course			
Course Code: F040302T		Social Security and Occupational Safety Laws	
Course Objective: The objective of this paper is to give in-depth knowledge related to various labour laws in context of social security and occupational safety provisions.			
Course outcomes: After the completion of this course students should be able to:			
CO1: Understand the importance and recent updated laws relating to social security and occupational safety.			
CO2: Efficiently implement various provisions provided in the various social security occupational safety enactments.			
CO3: Ensure flawless & timely compliance of legal provisions			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 2-0-0			
Unit			No. of Lectures Total=40
I	Code Social Security Law-2020 I: Employee Provident Funds and Miscellaneous Provisions Act, 1952: Main provisions, Employee State Insurance Act, 1948: Main provisions, Maternity Benefits Act, 1961: Main Provisions, Payment of Gratuity Act, 1972 .Main provisions		10
II	Code Social Security Law-2020 II- Unorganized Workers' Social Security Act, 2008: Inclusion of unorganized workers in the social security framework. benefits such as life and disability cover, health and maternity benefits, and old age protection, Employees' Compensation Act, 1923, Compensation for workplace injuries. Provisions for employees in case of injuries or accidents arising out of employment.		12
III	Code on Occupational Safety, Health and Working Conditions-2020 I: The Factories Act: Objective provisions related to safety, health, welfare and precautions. Mines Act: Objectives, Regulations governing safety and health in mines. Worker protection and welfare in mining operations.		8
IV	Code on Occupational Safety, Health and Working Conditions-2020 II: Contract Labour (Regulations and Abolitions Act), The Building and Other Construction Workers, Provisions for the welfare of construction workers, including safety and health.		10
Suggested Readings:			
<ul style="list-style-type: none"> • Kapoor, N.D., Abbi, R, & Bhushan, B. (2018). <i>Elements of Industrial Law</i>. Sultan Chand & Sons. New Delhi. • Malik, P.L. (2017) <i>Industrial Laws</i> (23rd ed) Eastern Book Company. • Srivastava, S.C. (2020). <i>Industrial Relation and Labor laws</i> (7th ed). Vikas Publishing • Taxmann. (2019). <i>Labour Laws</i> (2020 ed). Taxmann Publications • Tripathi, P. C., Gupta, C. B., & Kapoor N. D. (2020). <i>Industrial Relations & Labour Laws</i>. Sultan Chand & Sons. • URL: https://labour.gov.in/labour-codes 			
Suggested Continuous Evaluation Methods: Students will be provided opportunity for the discussion on case references, previous judgments, group discussion, amendments and updates, class assignments, presentation, case studies should be practiced. Expert and field specialized in person lecture will be organized.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Third
Compulsory Course			
Course Code: F040303T		Managerial Communication & Report Writing	
Course Objective: The objective of this paper is to make students learn the desired communication and writing skills required for professional setting.			
Course outcomes: After completing the course students should be able to :			
CO1: Understand the importance of effective communication at workplace			
CO2: Apply the basic principles of communication in organization			
CO3: Do the oral and written communication concisely and accurately			
CO4: Preparing reports and drafting all kinds of written formal communication			
CO5: Using technology in communication			
CO6: Do effective communication on social platform			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Introduction: Concept & Definition, Classification of communication, Purpose of communication, Process of communication, Importance of communication in management, Communication networks, Barriers & gateway in communication, 7 C's of communication, Impact of cross-cultural communication.		10
II	Types of communication: Written communication: Purpose of writing, pros & cons of written communication, clarity in writing, Principles of effective writing, Writing techniques, Business letters and reports: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, Types of business reports, Report writing. Oral communication: What is oral communication, Principles of successful oral communication, Two sides of effective oral communication, Effective listening, Non-verbal communication, Body language.		10
III	Organizational Communication: Writing CVs & Application Letter, Group discussions, Interview, Types of interview, Do's and Don'ts of Interview; Impact of Technological Advancement on Business Communication, Intranet & Internet, Teleconferencing, Videoconferencing, Persuasive Communication.		10
IV	Group Communication: Meetings: Need, Importance & Planning of Meetings, Drafting of notice, Agenda, Minutes & Resolutions of Meeting, Writing memorandum, Press release & Press conference Business etiquettes – Etiquettes, Telephonic & Table etiquettes, Presentation Skills: What is a presentation: Elements of presentation, Designing a presentation, Social Communication Skills: Definition, scope, Importance & components of Social communication, Social Media and workplace, Professional communicator responsibilities, corporate communication & Public Relation, Role of social media in communication.		10
Suggested Readings:			
<ul style="list-style-type: none"> • Chaturvedi P.D. & Chaturvedi Mukesh (2012). <i>Business Communication</i>, Pearson Education • Kaul, A. & Chaudhari, V. (2017). <i>Corporate Communication through Social Media</i>. (1sted.) Sage Publication. • Lesikar, R. V., Flatley, M. E., Rentz, K., Lentz, P., & Pande, N. (2017). <i>Business Communication: Connecting in a Digital World</i> (13th ed.). McGraw Hill Education. • Sinha, K. K. (2018). <i>Business Communication</i> (4th ed.). Taxmann.. • Taylor, S., & Chandra, V. (2010). <i>Communication for Business</i> (4th ed.). Pearson Education 			
Suggested Continuous Evaluation Methods: In order to test the learning outcome, various activities involving the verbal and no-verbal communication skills such as management games, role-playing, assignments, group discussion, extra-curricular, events organizing and presentation will be involved.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Third
Elective			
Course Code: F040304T (A)		(a) Strategic Human Resource Management	
Course Objective: The objective of this paper is to make students understand the significance of Strategic Human Resource Management.			
Course outcomes: After completing this course students should be able to : CO1: Understand the need of aligning human resources with the strategy CO2: Ensure participation of HR practices in organizational strategy CO3: Link HR practices with corporate strategy and overall organizational strategy CO4: Develop HR strategy to assist organizational strategy			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Introduction to SHRM: HR environment; HRM in knowledge economy; concept of SHRM; investment perspective of SHRM; evolution of SHRM, strategic HR v/s traditional HR; barrier to strategic HR; role of HR in strategic planning.	12	
II	HRM Strategic Perspective: Strategic fit frameworks; linkages between business strategy and HR strategy; HR bundles approach; best practice approach; business strategy and human resource planning; HRM and firm performance linkages- measures of HRM performance; sustained competitive advantages through inimitable HR practices.	8	
III	Strategic HRM – Systems, Practices & Facilitators: Compensation, Working Conditions, Training, Performance Appraisal, Job-Enrichment, Career Planning, Communication, Involvement & Empowerment, Concerns of Top Management, Trade Unions, Supervisions and Workers, Industrial Relations Scenario, Employment Externalization, Contingent Employment.	10	
IV	Role of SHRM: role in implementation of Strategic Responses viz, Mergers, Acquisitions, Takeovers, Quality Strategies, Disinvestments, Benchmarking, Joint-ventures, Downsizing and restructuring, Outsourcing and offshoring, Vision, Mission & Objectives Statements, Structure Related Response, Strategic Business Units etc.	10	
Suggested Readings:			
<ul style="list-style-type: none"> • Armstrong, M. (2011). <i>Handbook of Strategic HRM</i>. (5th ed.) Kogan Page. • Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. N. (2018). <i>Strategic human resource management</i>. Oxford university press. • Greer, C. R. (2001). <i>Strategic HRM</i>. (2nd ed.) Prentice Hall Inc. • Kandula, R. S. (2001) <i>Strategic HRD</i>. Prentice Hall Inc. • Storey, J., Ulrich, D., & Wright, P. M. (2019). <i>Strategic human resource management: A research overview</i>. Routledge. 			
Suggested Continuous Evaluation Methods: Students will be provided opportunity for the discussion on case study, group discussion, class assignments, and presentation. Expert and field specialized in person lecture will be organized. Business writing, quiz, games and workshop will be in priority to enhance the practical ability.			
Suggested equivalent online courses:			
Further Suggestions			

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Programme MBA(HRD)	/Class: Degree	Year: Second	Semester: Third
Elective			
Course Code: F040304T (B)		(b). Labour Welfare & Industrial Discipline	
Course Objective: The objective of this paper is to learn about the various aspects of labour welfare & industrial discipline.			
Course outcomes: After completing this course students should be able to: CO1: Ensure safety and well being of employees CO2: Apply various government schemes to ensure social security of workers CO3: Follow and implement the code of conduct to maintain industrial discipline CO4: To regulate absenteeism turnover and determine appropriate punishment			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Labour Welfare: Concept, Scope, Significance, Voluntary and Statutory Measures of Social Welfare, Role of Labour Welfare Officer		10
II	Social Security: Origin, Growth, Scope, Benefits, Limitations of Social Security, Social Insurance, Commercial Insurance and Social Assistance, Brief Idea on Social Security Measures in India- Pradhan Mantri Jan Dhan Yojana, Mahatma Gandhi National Rural Employment Guarantee Act, 2005, Pradhan Mantri Jeevan Jyoti Bima Yojana and Pradhan Mantri Suraksha Bima Yojana		12
III	Industrial Discipline: Meaning, Principles and Importance of Discipline, Discipline and Productivity, Work Ethics & Discipline, Forms of Indiscipline with Respect to Industries, Code of Conduct and Code of Discipline.		10
IV	Domestic Enquiry: Concept, Principles of Natural Justice, Process of Conducting Domestic Enquiry, Determination of Punishment. Absenteeism, Labor Turnover, Suspension, Dismissal, and Discharge.		8
Suggested Readings:			
<ul style="list-style-type: none"> • Kapoor, N.D. (2012). <i>Business & Industrial Law</i>, New Delhi: Sultan Chand Publications • Misra, S. N. (2016). <i>Labour & Industrial Laws</i> (28thed.) New Delhi: Allied Publications. • Monappa, A., Namudiri.R., & Selvraj.P., (2012). <i>Industrial Relation and Labor laws</i> (2nded) Tata McGraw Hill • Sivarethinamohan, R. (2010). <i>Industrial Relations and Labour Welfare</i>. PHI Learning Pvt. Ltd.. • Sharma, A.M. (2010). <i>IR: Conceptual and Legal Frame Work</i>. New Delhi: Himalaya Publishing House. • Srivastava, S. C. (2020) <i>Industrial Law</i>. (7thed.) New Delhi: Vikas Publishing House. 			
Suggested Continuous Evaluation Methods: Students will be provided opportunity for the discussion on case references, previous judgments, group discussion, amendments and updates, class assignments, presentation, case studies should be practiced. Expert and field specialized in person lecture will be organized. In addition to the theoretical inputs, the course will make use of group discussion, classroom presentations, assignments, and case study pedagogy for delivery.			
Suggested equivalent online course			
Further Suggestions			

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Programme /Class: Degree MBA(HRD)	Year: Second	Semester: Third
Elective		
Course Code: F040304T (C)	(c). Managing Organizational Conflict & Stress	
Course Objective: The objective of this paper is to have better understanding about the organisational conflict, stress and ways to cope up with it to ensure smooth running of any organisation.		
Course outcomes: After completing this course students should be able to: CO1: Understand the root cause of conflict and managing it CO2: Design sound bargaining strategies CO3: Managing Interpersonal relationship CO4: Manage the occupational stress		
Credits: 4	Elective	
Max. Marks: 25+75	Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0		
Unit	Topics	L/T/P =40
I	Conflict: Nature, Levels of conflict, Transitions in Conflict thought, Sources of Conflict, Effect of Conflict, Model of Conflict, Reactions to Conflict, Managing conflict, Assertive Behavior	10
II	Strategies for Conflict Resolution, Role of Conflict in organization, <i>Negotiation:</i> concept, Bargaining strategies, Guideline for effective negotiation.	10
III	Transactional Analysis, Johari Window, Organizational Citizenship, Cooperation, Mutual Assistance in Work-setting and its various aspects, Competition, Reciprocity, Individualism V/s collectivism.	10
IV	Stress: Meaning, Nature, Causes, Consequences, Types, Physiological, Psychological Sources, Managing Stress at Workplace, Coping strategies for Stress, Stress and Job Performance, Stress vulnerability, Approaches to stress management., Role of Counseling in stress Management Meditation and Muscle Relaxation: Meditation and Muscle Relaxation theory, and other usefulness in managing stress.	10
Suggested Readings:		
<ul style="list-style-type: none"> • Ashwathappa, K. (2017). <i>Organisational Behavior</i> (12th ed.). Himalaya publications. • Greenberg, J. & Baron, R. A. (2008). <i>Behaviour in Organizations</i>. (8th ed.) New Jersey: Pearson Education. • Luthans, F. (2015). <i>Organizational Behaviour</i> (13th ed.). McGraw-Hill Irwin. • Mullins, L. (2019). <i>Organisational Behaviour in the Workplace</i>. United Kingdom: Pearson Education. • Newstrom, J. W., & Keith, D. (2001). <i>Organizational Behaviour</i>. (11th ed.) Irwin/McGraw Hill publication. • Robbins, S. P., Judge, T. A., & Vohra, N. (2018). <i>Organizational Behaviour</i> (18th ed.). Pearson India. • Open textbook library. (n.d.). Retrieved from University of Minnesota: https://open.umn.edu/opentextbooks/ https://open.umn.edu/opentextbooks/ 		
Suggested Continuous Evaluation Methods:		
In addition to the theoretical inputs, the course will make use of group discussion, classroom presentations, assignments, and case study pedagogy for delivery, class exercises.		
Suggested equivalent online courses:		
Further Suggestions:		

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Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Third
Elective			
Course Code: F040305T (D)		(d). International Human Resource Management	
Course Objective: The objective of this paper is to orient students towards International Human Resource Management.			
Course outcomes: After completing this course students should be able to			
CO1: Do HR practices of global standard and appeal			
CO2: Manage regional and cultural differences through HR practices			
CO3: Do staffing with international workforce			
CO4: Awareness about international laws and compensation norms			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	International HRM: Introduction to IHRM Definition, Concept. Development of IHRM. Difference between IHRM and Domestic HRM. IHRM Strategies, SIHRM. Challenges in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues	12	
II	Strategies for International Growth: Global Integration, Expatriation & Repatriation. Understanding diversity in workforce, responding to diversity, challenges in diversity management. Managing alliances and joint ventures - IHRM and International Alliances.	8	
III	International staffing and workforce Management: International Labor Market, Host Country National (HCN), Parent Country National (PCN), Third Country Nationals (TCN), International recruitment functions; head-hunters, cross-national advertising, e-recruitment; International staffing and different approaches to multinational staffing decisions, International assignments, Selection criteria and techniques in IHRM	10	
IV	Performance Management, Compensation and International Employment Laws: Performance management cycle, Performance Management of International Assignees, Approaches to international compensation, compensation practices across the countries, Establishment of labor standards by International Institutions, The global legal and regulatory context of multinational enterprise, The International framework of Ethics and Labor standards. Key issues in International Industrial Relations.	10	
Suggested Readings:			
<ul style="list-style-type: none"> • Ashwatthapa, K., & Dash, S. (2017). <i>International Human Resource Management</i>. (2nd ed.) McGraw Hill Publication. • Kandula, S. (2018). <i>International Human Resource Management</i>. (1st ed.) Sage Publication. • Sengupta, N. & Bhattacharya, S.M. (2012). <i>International Human Resource Management</i>. Excel Books. • Thomas, C. D., & Lazarova. B M. (2014) <i>Essentials of International Human Resource Management</i>. Sage Publication 			
Suggested Continuous Evaluation Methods:			
In order to test the learning outcome, various activities involving verbal and non-verbal communication, management games, role-playing, assignments, group discussion, and presentation will be involved.			
Suggested equivalent online courses:			
Further Suggestions:			

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Program/Class: Degree MBA (HRD)	Year: Second	Semester: Third
Compulsory Project Report		
Course Code: F040305R	Compulsory: Summer Training Project & Viva-Voce	
About the Paper: The paper helps students to understand the practical and functional aspects of organizational sectors. The course will allow students to understand the practical aspects of the theories and principles. The students are required to give at least six to eight weeks in their internship. The students will go to any organization for their training on any HR issue during the time of summer break. On completion of the required number of hours in fieldwork, students are required to submit a report based on their experience and learning.		
Credits: 4	Compulsory (Other Faculty/Department)	
Max. Marks: 25+75	Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 1-0-3		
Course outcomes: After completing this course students should be able to : CO1: The students would be able to feel the working environment in real. CO2: The students will understand the difference between theory and application. CO3: Students will become aware of the challenges and issues of the organization. CO4: Will allow students to learn the application part of the classroom teaching.		
Suggested Informal and Unorganized Sectors: Small shops , Departmental Stores, Small Restaurants, Vendors, Auto/CAB drivers		
Suggested Continuous Evaluation Methods: The students will be required to submit a project report on their selected HR topic. The students have to defend their project compulsorily before the expert panel which will be evaluated as under <ul style="list-style-type: none"> • Subject matter of the report - 75 • Viva-voce - 25 <p style="text-align: center;">Total 100 Marks.</p>		
Further Suggestions: Students will seek help from their Faculty members in the selection of HR Topic/ Sector/ and preparation of project report.		

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MBA (HRD) Programme Fourth Semester

Year	Sem.	Subject	Paper Code	Compulsory/ Elective	Paper Name	Credit	
II	IV	1	F040401T	Compulsory	Career and Performance Management	4	
	IV	2	F040402T	Compulsory	Business Environment	4	
	IV	3	F040403T	Compulsory	Organizational Change & Development	4	
	Each student will opt any two course from the given pool of 4 open elective courses						
	Open Elective Courses						
	IV	4 (A)	F040404T(A)	Elective	(a). Human Resource Accounting & Auditing	4	
	IV	4 (B)	F040404T(B)	Elective	(b). TQM & ISO-9000	4	
	IV	4 (C)	F040404T(C)	Elective	(c). Ethical Issues in Management	4	
	IV	4 (D)	F040404T(D)	Elective	(d). Functional Management	4	
	IV	4 (E)	F040404T(E)	Elective	(e) Strategic Management	4	
IV	5	F040405T	Compulsory (Project)	Dissertation Report & Viva-Voce.	4		

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Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Fourth
Compulsory Course			
Course Code: F040401T		Career and Performance Management	
Course Objective: The objective of this paper is to make students understand the concept of career and performance management for individual and organisational growth.			
Course outcomes: After completing the course students should be able to: CO1: Develop and understand the required competencies at all levels of management CO2: Develop, design, map and evaluate the competencies CO3: Plan career and do the succession planning CO4: Design effective performance management system			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Competencies Basic Concept: Meaning, Definitions, Concept of Competencies, Evolution of Competencies, Categorization of Competencies- Generic Competencies, Managerial Competencies, Technical, Functional, Human Competencies, Core Competencies, Behavioral Competencies, Threshold Competencies. Business Competencies, HRD Competencies, HRD Roles.	10	
II	Competency Framework & Mapping: Need for Competency Frameworks, Development of Competency Framework for Organization, Process of Developing Competency Directory, Job Analysis, Role Analysis, Competency Mapping Process, Competency Evaluation-Assessment Centers, Behavioral Event Interview, Job Simulation, Structured Interviews, Focused Group Discussion, Panel Interview, 360 ^o Appraisal, Day in the life of a Subject, etc.,	10	
III	Career Planning: Meaning, Stages in Career Planning & Development, Process of Career Planning and Development, Succession Planning, Career Development Actions, Advantages and Limitations of Career Planning.	10	
IV	Performance Appraisal : Concept, Importance, Process, Methods-Traditional Methods-Graphic Rating Scale, Ranking Method, Paired Comparison Method, Forced Distribution Method, Checklist Method, Critical Incident Method, Essay Appraisal, Group Appraisal, Confidential Report & Modern Methods- Behaviorally Anchored Rating Scales, Assessment Centre, Problem of Performance Appraisal-Halo effect, Horn Effect, Central Tendency, Leniency & Strictness Error, Recency Effect, Uses of Performance Appraisal and concept of Potential Appraisal. Management By Objectives: Meaning, Process of MBO, Management Guide, MBO – Benefits and Limitations.	10	
Suggested Readings:			
<ul style="list-style-type: none"> Ashwathappa, K. (2007). <i>Human Resource/Personnel Management</i>. (5th ed.) Tata McGraw Hill. Dessler, G. & Varkkey, B. (2020). <i>Human Resource Management</i> (16th ed.). Pearson education India. Flippo, E. B. (1980). <i>Personnel Management</i>. (5th ed.) McGraw Hill Inc. Pareek, Uday. <i>Designing and Managing HR System</i>. New Delhi: Oxford & IBH Pub. Co. Rao, T. V. (2011). <i>Hurconomics for Talent Management: Making the HRD Missionary Business-driven</i>. Pearson Education India. Tripathi, P. C. (2013). <i>Human Resource Development</i>. Delhi: Sultan Chand & Sons. 			
Suggested Continuous Evaluation Methods: The course learning outcomes will be asses on the basis of students' participation and related outcomes which includes the case study, group discussion, role-playing, simulation training, workshops, practical assignments, and presentation.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme /Class: Degree MBA(HRD)		Year: Second	Semester: Fourth
Compulsory Course			
Course Code: F040402T		Business Environment	
Course Objective: The objective of this paper is to give in-depth knowledge to students related to the environment within which an organisation operates.			
Course outcomes: After completing this course students should be able to: CO1: Understand the surrounding business environment and its components. CO2: Sense the future opportunity and challenges in the surrounding business environment CO3: Do the environmental scanning before formulating strategies and developing business plan CO4: Study and relate socio-cultural, technological, political, economical and international environment with business			
And Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Introduction: meaning, nature, scope and significance of Business Environment, types of business environment- internal & external; Micro and Macro environment; Historical Evolution of modern business enterprises, Salient features of capitalism, socialism and socialistic pattern of society, Concept of Mixed Economy, Emergence of Public Sector and Joint sector.	10	
II	Socio-Cultural Environment: Social interests and values-its implications for industrialization and Economic Growth. Ecology and Social Responsibility, Consumerism as an emerging Environmental force, ethics of Business, Social Audit. Industrial Environment: Public sector Enterprises, Small Scale Industries, Privatisation, Industrial labour, Industrial sickness, Industrial Policy, Industrial Licensing.	12	
III	Economic Environment: SEBI; Foreign Exchange and Management Act; Concept of unfair trade practices & MRTP Act 1969 (as amended up to date); Consumer Protection Act 1986 (as amended up to date); Fiscal and Monetary Policies, FDI, FPI, Government-Business relationship, MNC'S, Foreign Trade (Development and Regulation) Act, 1992 New Economic Policy. Protection of patent and trademarks.	8	
IV	Technological Environment: Choice of appropriate technology; problems in selecting appropriate Technology; Technology Transfer; Phases, Causes and Control of Business cycles, Technology policy, Technology and plant level changes, Restraints in a technological growth. International Environment: Foreign trade, concept of free trade, Role of WTO in International trade, latest import-export policy, globalisation, MNCs.	10	
Suggested Readings:			
<ul style="list-style-type: none"> • Cherunilam, F. (2017). <i>Business Environmental</i>. (25th ed.) Himalaya Publishing house. • Chidambaram, K. & Alagappan, V. (2012). <i>Business Environment</i>, (1st ed.) Vikas Publishing House • Puri, V.K. & Mishra, S.K. (2012) <i>Economic Environment of Business</i>. Himalaya Publishing House. • URL: https://epgp.inflibnet.ac.in/ 			
Suggested Continuous Evaluation Methods:			
The learning outcomes will be assessed based on student's participation and related outcomes, including the case study, group discussion, role-playing, simulation training, workshops, practical assignments, and presentation.			
Suggested equivalent online courses:			
Further Suggestions			

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Programme /Class: Degree MBA(HRD)		Year: Second	Semester: Fourth
Compulsory Course			
Course Code: F040403T		Organizational Change & Development	
Course Objective: The objective of this paper is to orient students towards Organisational Change & Development for organisational effectiveness.			
Course outcomes: After completing this course students should be able to : CO1: Understand the change process CO2: Give cause of people's resistance for change CO3: Initiate and manage the change for increasing organizational effectiveness CO4: Apply and evaluate organizational development intervention CO5: Attract, develop, maintain and retain the talent			
Credits: 4		Compulsory	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Organisational Change: Concept, Forces for Change, Managing Planned Change, Resistance to Change, Approaches to Managing Change, benefits of change		8
II	Organisational Effectiveness: Concept, Factors, Organizational Effectiveness Approaches, Maximization Versus Optimization of Effectiveness, Integration of Individual & Organisational Goals, Effectiveness through Adaptive Coping Cycle Organisational Climate: Concept, Factors Affecting Organizational Climate, Measurement of Organizational Climate.		12
III	Organizational Development: Concept, Scope, Historical Perspective, Characteristics, OD Process OD Interventions: Concept, Nature, Sensitivity Training, Team – Building, Survey Feed Back, Process Consultation, Grid – OD, System Management, Action Research & OD		12
IV	Talent Management: Concept and approaches, framework of talent management, talent identification, integration, and retention, knowledge management, learning organizations and organizational learning Employee engagement and employer branding		8
Suggested Readings:			
<ul style="list-style-type: none"> • Cummings.G.T. & Worley. G., (2015). <i>Organizational Change & Development</i>. (10th ed.). Cengage Learning. • French & Kast, (1985). <i>Understanding Human Behaviour</i>. Harper & Row Publishers. • French., & Bell. (2017). <i>Organisational Development</i>. (6th ed.) Prentice Hall Inc. • Robbins, S. P., Judge, T. A., & Vohra, N. (2018). <i>Organizational Behaviour</i> (18th ed.). Pearson India. • Singh, K. (2009). <i>Organisation Change and Development</i>. India: Excel Books. 			
Suggested Continuous Evaluation Methods: The course learning outcomes will be assessed on the basis of students participation and related outcomes which include the case study, group discussion, role-playing, simulation training, workshops, practical assignments, and presentation.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Fourth
Elective			
Course Code: F040404T(A)		(a). Human Resource Accounting & Auditing	
Course Objective: The objective of this paper is to understand the various concepts related to HR accounting and auditing.			
Course outcome: After completing this course students should be able to : CO1: Measure the human value CO2: Do the human resource planning and demand forecasting CO3: Assess and evaluate the human capital investment CO4: Measure human resource cost and conduct HR audit			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Meaning & Definition of HRA: Importance & Concept of HRA, Objectives of Human Resources Accounting, Approaches to Human Resource Accounting, Model of HRA, Measurement of Human Value addition into Money Value.		10
II	Human Resource Planning- Concept & Significance, Macro & Micro Level of HRP, Process of HRP, Demand forecasting, supply forecasting, determining human resources requirement, monitoring and control.		8
III	Human Capital and Investment – Concept of Human capital, Human capital and economic development, Investment in human capital, Human Capital & Productivity – Investment in Human Resources, Modern Market Investment Theory, Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non- Marketable Assets.		10
IV	Measuring human resource cost- Developing HR cost checklist, Concept and methods, Monitory & Non-monitory measurement methods, Direct and Indirect cost benefits of human resources, HRA module, Human Resource Information System (HRIS). HRD Audit and Payroll Management- Need, Concept, Key factors of HR Audit, Methods, HR Score Card, Concept of Payroll, Payroll system, Components of payroll, Process & Stages of payroll, Payroll accounting- ERP.		12
Suggested Readings:			
<ul style="list-style-type: none"> • Caplan, E. H., & Landekich, S. (1974). <i>Human resource accounting: Past, present and future</i>. Inst of Management Accountants • Flamholtz, E. G. (2012). <i>Human Resource Accounting: Advances in Concepts, Methods and Applications</i>. United States: Springer US. • Rao, P. D. (1986), <i>Human Resource Accounting</i>. Inter India Publication, New Delhi • Schultz, T. W. (1961). Investment in human capital. <i>The American economic review</i>. 			
Suggested Continuous Evaluation Methods:			
For testing the students' understanding of practical and experiential learning of the course, students will go through workshops, invited lectures from industry and academia, group discussions, practical assignments, and presentations. Furthermore, through Presentations/Video Lecture, entire teaching and learning outcomes will be monitored and evaluated for better results.			
Suggested equivalent online courses:			
Further Suggestions:			

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Programme /Class: Degree MBA (HRD)	Year: Second	Semester: Fourth
Elective		
Course Code: F040404T (B)	(b): TQM & ISO-9000	
Course Objective: The objective of this paper is to make students learn the various concepts pertaining to quality assurance.		
Course outcomes: After completing this course students should be able to : CO1: Maintain quality standard CO2: Apply various TQM tools and techniques to get maximum quality and zero defect CO3: Get sensitized for quality management practices adopted at the global standards. CO4: Implement quality certification		
Credits: 4	Elective	
Max. Marks: 25+75	Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0		
Unit	Topics	L/T/P =40
I	Introduction to TQM: Meaning, definition, objectives, need, importance; TQM Principle, Approach, Objectives, Scope, Key activity areas, Principles, Key issues for achieving TQM objectives, Steps for implementing TQM Principles.	10
II	TQM Tools and Techniques: Needs, Impact Areas for Application, Creativity & Innovations, Deming's PDCA Cycle, Poka-Yoke, Just in Time, Kaizen, Zero Defect Programme, 5 S, Kanban, Taguchi's Quality Loss Function; Quality Circle.	12
III	TQM Strategic tools and techniques: Benchmarking, Business Process Reengineering, Six Sigma, Statistical tools and techniques. Flow diagram, Check sheets, Charts, Histogram, Scatter Diagram, Pareto Analysis, Cause & Effect Diagram.	8
IV	ISO: Interpretation of ISO 9000 and uses, problem solving with "7 Tool", Documenting the Quality System, Implementation of ISO 9000 Methodologies, Exposure, Training & Certification, Introduction and Highlights of ISO 14000 Standards for Environment Management.	10
Suggested Readings:		
<ul style="list-style-type: none"> • Aized, T. (Ed.). (2012). <i>Total quality management and six sigma</i>. BoD-Books on Demand. • Baghchi, T. (1999). <i>ISO 9000</i>. A H Wheeler & Co • Conti, T. (2012) <i>Building Total Quality: A Guide for Management</i>, Springer. • Kiran, D. (2016). <i>Total Quality Management: Key Concepts and Case Studies</i>. United Kingdom: Elsevier Science. • Oakland, J. S. (2014). <i>Total quality management and operational excellence: text with cases</i>. Routledge. • Raju, S. (1995). <i>Total Quality Management</i>. New Delhi: Tata McGraw Hill. • Sharma, D. D. (2011). <i>TQM: Principles, Practices & Cases</i>. New Delhi: Sultan Chand & Sons. 		
Suggested Continuous Evaluation Methods: Case Studies, Presentations, Assignments and Practical Examples.		
Suggested equivalent online courses:		
Further Suggestions:		

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Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Fourth
Elective			
Course Code: F040404T(C)		(c). Ethical Issues in Management	
Course Objective: The objective of this paper is to make students learn about the various ethical principles and unethical practices.			
Course outcomes: After completing this course students should be able to: CO1:Develop business values and ethics CO2:Understand the relevance of Indian value system in solving business problems CO3:Make business decisions with ethical insight CO4:Deal with ethical dilemma CO5:Develop spiritual insight in dealing business issues for majority wellbeing CO6:Learn how to co exist with environment, nature and society			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Business Ethics & Values: Introduction to Business Ethics, Ethics, Morals & Values, Terminal values and Instrumental values, Concepts of Utilitarianism and Universalism – Theory of rights, theory of Justice – Virtue ethics – Ethics of care – Law and Ethics, The Nature of Ethics in Management, Business Standards and Values, Moral responsibility and Blame, Gandhian Philosophy- Truth, Peace, Love and Non- Violence. Indian Ethos: Indian Value Systems, Ancient Indian wisdom on Knowledge, Karma and Universal brotherhood. Thoughts of Ancient Indian Thinkers.	10	
II	Ethics and Environmental Ethics: Environmental Pollution & Society, Ethical climate, Ethics in Human Resources Management (Recruitment and promotion policies, Working Conditions, Down Sizing Workforce, wages, Human rights, child Labour), Ethical issues at the Top management	10	
III	Complexity of Ethical Issues: Conflicts in decision making from ethical and economic point of view- Ethical Dilemma -Managing ethical dilemma, Managerial integrity and decision making. Job discrimination and its nature, Rights and duties, Misconception about Business Ethics. Spirituality and Society– Spirituality, Key Elements of Spirituality, Aims of Spirituality, Instruments to achieve Spirituality, Indian spiritual Tradition, Challenges to Spiritual development, Spirituality and Religious Values of Society.	10	
IV	Ethical issues and Corporate governance- Global E-Business, Ethical Leadership in Business, Ethical issues of Manager and Take-over, Corporate Code of Ethics, Administration and Social Ethics, Ethics and information technology, The Employee Obligation's To The Firm, The Firm's Duties to The Employee. Corporate Social Responsibility, Intellectual property rights like designs, patents, trade Marks, copyright etc, Corporate Governance, theories and models of corporate governance, e-governance, corporate governance framework in India, whistleblowing, concept of CSR, CSR models and drivers.	10	
Suggested Readings:			
<ul style="list-style-type: none"> Hartman, L. P., & Chatrjee, Abha. (2017). <i>Perspectives In Business Ethics</i>. Tata McGraw Hill. Joseph. R. (2006). <i>Business Ethos and Values</i>. Anmol Publication Pvt Ltd. Kaushal, S. L. (2006). <i>Business Ethics: Concept, Crisis and Solutions</i>. D&D Publication Pvt. Ltd. Kumar, A., Joshi, K. M., & Jagani, B. J. (2018). <i>Ethical Issues in Management</i>. Commonwealth. Kumar, Shailendra & Rai, Alok K, (2019). <i>Business Ethics</i>. Cengage Publications Snell, R. S. (1993). <i>Developing skills for ethical management</i>. Chapman & Hall. Velasquez, M. G., & Velazquez, M. (2002). <i>Business ethics: Concepts and cases</i> (Vol. 111, p. 420). Upper Saddle River, NJ: Prentice Hall. 			
Suggested Continuous Evaluation Methods: Class Discussions, Moral Stories and Examples, Wisdom from ancient Indian culture and tradition, Case Studies and practical examples.			
Suggested equivalent online courses:			
Further Suggestions:			

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Department of H.R.D.
V.B.S. Purvanchal University
Jampur (U.P.)

Programme /Class: Degree MBA (HRD)		Year: Second	Semester: Fourth
Elective			
Course Code: F040404T(D)		(d) Functional Management	
Course Objective: The objective of this paper is to make students learn about the important functional areas management.			
Course outcomes: After completing this course students should be able to :			
CO1: After completing the course, students will have a basic idea about the various functional aspect of management.			
CO2: This will give them the idea to correlate the different functional area operations while formulating sound HR strategies.			
CO3: Develop training program as per the need of market and target customers of the organization			
CO4: Estimate the financial feasibility of HR practices			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks:	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics		L/T/P =40
I	Marketing Management: Functions of marketing: Scope of marketing, Core concepts of marketing such as Need, Want, Demand, Customer value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer loyalty, Marketing V/s. Market, Sales V/s. Marketing, 7 Ps of Marketing.		10
II	Consumer Behaviour: Meaning and importance of consumer behaviour, Comparison between Organizational buying behaviour and consumer buying behaviour, five steps buyer decision process. Segmentation, Target Marketing & Positioning: Need for segmentation, Benefits of segmentation to marketers, Criteria for effective segmentation, Niche marketing, local marketing, and mass marketing. Concept of target marketing & Criteria for selection of target marketing. Concept of Differentiation and Positioning, Concept of Value Proposition.		10
III	Financial Management: Definition of Financial Management, Goals of Financial Management, Key strategies of Financial Management. Financial Analysis: Meaning, Nature, Objectives and limitation of financial analysis, Fund flow statement analysis (working capital basis), Cash flow statement analysis (Cash basis), Ratio Analysis (Interpretations of ratio analysis). Capital Budgeting: Types of evaluating the project on the basis of payback period, NPV, IRR, PI, ARR. Working Capital Management: Components of working capital, operating cycle, types of working capital and its determinants, assessment of working capital requirement		10
IV	Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operation and SCM, Customers view and Manufacturer's view, Concept of Internal customer. Operations Processes: Process characteristics in operations: Volume Variety and flow, Type of processes and Operations Systems- Continuous flow system and intermittent flow systems. Process Product Mix : Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product layout, Service systems, Service Blueprinting, Production planning & Control role and functions, Demand forecasting as a planning tool, Forecasting time horizon, Sources of data for forecasting, Accuracy of forecast, Capacity planning.		10
Suggested Readings:			
<ul style="list-style-type: none"> • Horne, V., & James C., (2008). <i>Financial Management and Policy</i>, (13th ed.) Prentice Hall of India. • Khan, M.Y., & Jain, P.K. (2006). <i>Financial Management</i>, Tata McGraw-Hill. • Kotler, P., & Keller, K. (2015). <i>Marketing Management</i>. (15th ed.) Prentice Hall. • Pandey, I.M, (2016). <i>Financial Management</i>, (11th ed.) Vikash Publishing. (2016). • Russell, R.S., & Taylor, W. (2008). <i>Operations Management</i>, (6th ed.). Prentice Hal. • Stanton, W.J., Etzel, M., Walker, J.B. (1993). <i>Fundamentals of Marketing</i>. (10th ed.) McGraw-Hill. 			
Suggested Continuous Evaluation Methods: Class Discussions, Case Studies and practical examples			
Assignments and Presentation			
Suggested equivalent online courses:			
Further Suggestions:			

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Department of H.R.D.
V.B.S. Purvanchal University
Jounpur (U.P.)

Programme/Class: Degree MBA (HRD)		Year: Second	Semester: Fourth
Elective			
Course Code: F040304T (E)		Course Title: Strategic Management	
Course Objective: The objective of this paper is to make students learn the concepts related to strategy formulation, strategy implementation, strategy evaluation and control.			
Course outcomes: After completing the course students should be able to: CO1: Develop the perspective of top management. CO2: Do the environmental scanning and designing strategies accordingly CO3: How to gain competitive advantage through effective strategy CO4: Implementation of strategy			
Credits: 4		Elective	
Max. Marks: 25+75		Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 3-1-0			
Unit	Topics	L/T/P =40	
I	Introduction to Strategic Management: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Intent – Corporate Mission, Vision, Objectives and Goals; Concept of Strategic Fit, Leverage and Stretch; Strategic flexibility and learning organization; Blue Ocean Strategy.	12	
II	Environmental Analysis: Environmental Profile; Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Analysis of Operating Environment - Michael Porters Model of Industry Analysis. Analysis of Internal Environment– Resource Audit; Resource Based View (RBV); Value Chain Analysis; Core and Distinctive Competencies.	8	
III	Strategic Choice: Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, Ansoff's Product Market Growth Matrix, etc.); Concept of Corporate Restructuring.	10	
IV	Strategy Implementation & Evaluation: : Interdependence of Formulation and Implementation of Strategy; Issues in strategy implementation- Planning and allocating resources; Mckinsey 7s framework; Organisation Structure and Design; Budgets and support system commitment; culture and leadership; Strategy evaluation and control, Ethical & Social considerations in Strategic Management.	10	
Suggested Readings:			
<ul style="list-style-type: none"> Barney, J. B., & Hesterly, W. S. (2010). <i>Strategic management and competitive advantage: Concepts</i> (Vol. 408). Englewood Cliffs, NJ: Prentice hall. David, F. R. (2011). <i>Strategic management concepts and cases</i>. Pearson. Ghosh, P.K., (2014) <i>Strategic Management- Text & Cases</i>, Sultan Chand & Sons. Henry, A. (2021). <i>Understanding strategic management</i>. Oxford University Press. Hunger, J. D. (2020). <i>Essentials of strategic management</i>. Kazmi, Azhar, (2018). <i>Strategic Management and Business Policy</i>, Tata McGraw-Hill. 			
Suggested Continuous Evaluation Methods: Apart from the theoretical knowledge, students will be evaluated on the basis of problem-solving skills through case studies.			
Suggested equivalent online courses:			
Further Suggestions:			

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Department of H.R.D.
V.B.S. Purvanchal University
Jaunpur (U.P.)

Program/Class: Degree MBA (HRD)	Year: First	Semester: Fourth
Compulsory Research Project		
Course Code: F040405T	Research Report & Viva-Voce	
About the Paper: This practical exercise will help students develop research aptitude and logical thinking while applying various interventions in the organization. In addition, the paper allows studying in the depth of any specific area /topic of HR and prepare a detailed report based on empirical findings. First, the students must go for the data collection in the organization (s)/sector (s), then apply various statistical tools, report writing, and defend this piece of research before the experts.		
Credits: 4	Compulsory (Other Faculty/Department)	
Max. Marks: 25+75	Min. Passing Marks: 36	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-T-P: 1-0-3		
Course outcomes: After completing this course students should be able to : CO1: Identify the problem, design the study, conduct the research CO2: Prepare report with scientific rigor. CO3: Do data analysis, interpretation and reporting the results. CO4: Enhance depth knowledge and research aptitude		
Suggested Informal and Unorganized Sectors: Small shops, Departmental Stores, Small Restaurants, Vendors, Auto/CAB drivers		
Suggested Continuous Evaluation Methods: The students will be required to submit a dissertation report on their selected HR topic. The students have to defend their project report before the panel of experts, which will be evaluated as under <ul style="list-style-type: none"> • Subject matter of the report - 75 • Viva-voce - 25 Total 100 Marks. 		
Further Suggestions: Students will seek help from their faculty members to select HR Topic/ sector/ and prepare the project report.		

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B.S. Purvanchal University
Jhansi (U.P.)