

SHRI VISHWAKARMA SKILL UNIVERSITY
(Enacted by the Act 25 of 2016, State of Haryana)
DUDHOLA, PALWAL



M. Voc. Management (Human Resource Management)

NSQF Level 9

Batch 2020-22

Scheme of the Programme

Semester 1: 30 Credits (12+18)

Semester 2: 30 Credits (12+18)

Semester 3: 30 Credits (6+24)

Semester 4: 30 Credits (6+24)

Details of M. Voc. Management-HRM

SEMESTER I

						Hours			Theory (Marks)			Practical (Marks)			Total
Code	Subjects	C/O	Th	P/Tu	To	T	P/Tu	To	I	E	To	I	E	To	
MGM807	Fundamentals of Management	C	2	1(Tu)	3	30	30	60	30	70	100				100
MFM804	Accounting & Financial Management Analysis	C	1	2(Tu)	3	15	60	75	30	70	100				100
CSE801	Computer Application in Business	C	1		1	15		15	15	35	50				50
CSE801P	Computer Application in Business	C		2(P)	2		60	60				35	15	50	50
MGM806	Business Communication	C	2	1(Tu)	3	30	30	60	30	70	100				100
	General Education Component		6	6	12	90	180	270	105	245	250	35	15	50	400
MHR801	Training and Development	C	3	2(Tu)	5	45	60	105	30	70	100				100
MHR802	Organisational Behaviour	C	3	1(Tu)	4	45	30	75	30	70	100				100
MHR803	Human Resource Management	C	3	1(Tu)	4	45	30	75	30	70	100				100
MHR804	Corporate Laws & Industrial Trends	C	3	2(Tu)	5	45	60	105	30	70	100				100
	Skill Enhancement Component		12	6	18	180	180	360	120	280	400				400
	Total		18	12	30	270	360	630	225	525	650	35	15	50	800

SEMESTER II

						Hours			Theory (Marks)			Practical (Marks)			Total
Code	Subjects	C/O	Th	P/Tu	To	T	P/Tu	To	I	E	To	I	E	To	
OMS802	Entrepreneurship	C	2		2	30		30	30	70	100				100
MGM803	Research Methodology	C	2	2(Tu)	4	30	60	90	30	70	100				100
AEC801	Viva	C		2	2		60	60	70	30	100				100
MHR806	SHRM	C	3	1(Tu)	4	45	30	75	30	70	100				100
MHR807	CCHRM														
	General Education Component		7	5	12	105	150	255	160	240	400				400
MHR808	Compensation Management and Labour Laws	C	2	1(Tu)	3	30	30	60	30	70	100				100
MHR809	Management of Industrial Relations	C	2	1(Tu)	3	30	30	60	30	70	100				100
MHR810	Recruitment & Selection	C	2	1(Tu)	3	30	30	60	30	70	100				100
MMP801	OJT Project -1	C	0	9	9	0	405	405				245	105	350	350
	Skill Enhancement Component		6	12	18	90	495	585	90	210	300	245	105	350	750
	Total		13	17	30	195	645	840	180	420	600	245	105	350	950

SEMESTER III

						Hours			Theory (Marks)			Practical (Marks)			Total
Code	Subjects	C/O	Th	P/Tu	To	T	P/Tu	To	I	E	To	I	E	To	
MHR805	Performance and Talent Management	C	2	1(Tu)	3	30	30	60	30	70	100				100
MHR905	Excel in HR	C		3(Tu)	3		90	90	30	70	100				100
	General Education Component		2	4	6	30	120	150	60	140	200				200
MMP901	OJT Project 2	C	0	24	24	0	1080	1080				245	105	350	350
	Skill Enhancement Component		0	24	24	0	1080	1080				245	105	350	350
	Total		0	30	30	30	1200	1230	60	140	200	245	105	350	550

SEMESTER IV

						Hours			Theory (Marks)			Practical (Marks)			Total
Code	Subjects	C/O	Th	P/Tu	To	T	P/Tu	To	I	E	To	I	E	To	
MGM901	Ethics and Values	C	2		2	30		30	30	70	100				100
MHR906	Measuring HR	C	2	2(Tu)	4	30	60	90	30	70	100				100
	General Education Component		4	2	6	60	60	120	60	140	200				200
MMP902	OJT Project 3	C	0	24	24	0	30	30				245	105	350	350
	Skill Enhancement Component		0	24	24	0	1080	1080				245	105	350	350
	Total		4	26	30	60	1140	1200	60	140	200	245	105	350	550
	Club (1)	Non-Credit													

COMPLETE SYLLABUS

Semester – I

Course Title: Fundamentals of Management

Course code: MGM807

Course Credit: 03 (2-1-0)

Max. Marks: 100 (30I+70E)

Objectives

The purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It aims to understand individual and group behavior at work place

Learning Outcomes

- LO1. Demonstrates an understanding of the processes of management.
- LO2. Able to explain management theory and their applications in the organisation.
- LO3. Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.
- LO4. Able to communicate and motivate others in organisational setting.
- LO5. Recognize, outline, and illustrate the enduring global contexts of International Management.

Unit	Topic	Hours
I -Basics of Management (LO1)	Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to Concern Industry); Management Vs. Administration; Coordination as essence of management; systems and contingency approaches.	15
II - Development of Management Thought(LO2)	Classical, Neo -classical, System and Contingency Approaches. Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo; Managerial Skill and Functions - Level of Management- Functions of Management	15
III – Planning & Organising(LO3)	Nature, scope and objectives of planning; Types of plans; Planning process; Business forecasting; MBO; Concept, types, process and techniques of decision-making; Principles of an organization; Span of Control; Departmentation; Types of an organization; Changing patterns in Organisation structures in the Knowledge economy.	10
IV – Directing & Controlling(LO4)	Motivating and Leading People at work- basic concepts; Communication- nature, process, networks and barriers; Effective Communication. Controlling – Definition, Nature, Importance, Steps, Techniques	10
V – International Management Practices (LO5)	A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective.	10

Books Recommended

Text Books

1. Management by Stomen and Jane

Reference Books

1. Principles and Practices of management by Shejwalkar
2. Essential of management by Koontz H and Weitrich
3. Principles and Practices of Management by T. N. Chabra

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>
<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title: Accounting & Financial Management Analysis

Course No. MFM804

Course Credit: 03 (1-2-0)
Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in Business Finance

Learning Outcomes

- LO1. Students will able to examine, learn, and understand fundamental principles of financial management.
- LO2. Students will understand the role of Accounting various department of organisation.
- LO3. Students will be able to prepare reconciliation which mandatory to finalize the balance sheet of the business.
- LO4. Student able to learn and apply accounting standard in practical accounting of business.
- LO5. Student will learn how interpret and analyse the financial statement for financial decision making.

Unit	Topic	Hours
I - Introduction to Financial Management(LO1)	Financial Management: Meaning, nature and scope of finance; financial goal profit Vs. Wealth maximisation; Finance functions – investment, financing and dividend decisions. Understanding Financial Statements, Interpreting Financial Statements	15
II - Basics of Accounting(LO2)	Accounting Mechanics, Process and System (Introducing Book Keeping and Record Maintenance, The concept of double entry and fundamental principles, Journal, Ledger, Trial Balance, Cash Book, Subsidiary Books)	15
III - Reconciliation& Final Accounts (LO3)	Bank Reconciliation Statement, Rectification of Errors, Final Accounts, Extended Trial Balance to Final Accounts, Final Accounts from Incomplete Records	10
IV - Accounting Policy & Standards(LO4)	Significant Accounting Policies, Accounting Standards, Certain Special Features of Corporate Accounting, Form and Contents of Financial Statements and Interfaces with Companies Act	10
V -Financial statement Analysis(LO5)	Creative Accounting and Implications thereof, Analysing and Interpreting Financial Statements, Cash Flow and Fund Flow Techniques	10

Books Recommended

Text Book

1. E-Book: <http://www.textbooksonline.tn.nic.in/Books/11/Std11-Acct-EM.pdf>
2. E-Book: <http://www.targetpublications.org/download/11-commerce/std-11-book-keeping-and-accountancy.pdf>
3. Book Keeping and Accounting by Aggrawal

Reference Books

1. Fundamentals of Accounting & Financial Analysis: By Anil Chowdhry (Pearson Education)
2. Financial accounting: By Jane Reimers (Pearson Education)
3. Accounting Made Easy By Rajesh Agarwal & R Srinivasan (Tata McGraw –Hill)
4. Financial Accounting For Management: By Amrith Gupta (Pearson Education)
5. Financial Accounting For Management: By Dr. S. N. Maheshwari (Vikas Publishing House)

Web Links

1. <https://schools.aglasem.com/15181>
2. <https://www.swayamprabha.gov.in/index.php/program/archive/16>
3. <https://www.swayamprabha.gov.in/index.php/program/archive/5>

Course Title - Computer Application in Business

Course Code. CSE801

Course Credit: 01 (1-0-0)
Max. Marks: 50 (15I+35E)

Objective

The syllabus introduces students to basic information and communication technology and proper paradigms that need to be implemented to develop any kind of computer applications. The course will help in developing the basic technical skills by hands on experience.

Learning Outcome

- LO1. State the applications of Computers and understand the basic components of computer.
- LO2. Able to Understand and apply the computer application in the office.
- LO3. Identify the basics of MS Excel and apply software applications to enhance efficiency of business functions.
- LO4. Identify the basics of DBMS/RDBMS and apply software applications to enhance efficiency of business functions.

Unit	Topic	Hours
I - Introduction to Computer System(LO1)	Basic Applications of Computer; Anti-virus software, Introduction to number system; Operating System: Overview of operating system: Types of operating system; Batch Processing, Comparison between DOS, Unix, Windows, IOS, etc.	10
II - Understanding Office Applications(LO2)	Introduction to MS Word, Menus, Shortcuts, Document types, Formatting documents, Macros, Mail merge; Introduction to MS PowerPoint: Different templates	20 (10+10)
III - Introduction to MS-Excel(LO3)	Introduction to MS Excel and its applications; Feature of MS-Excel, Entering and Accessing Data, Entering Series, Editing Data, Cell Referencing, Ranges, Charts and Tables	20 (10+10)

IV - Functions & Formulae(LO3)	Date and time Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, formatting charts, Creating Database, Sorting Data, Filtering, etc. Pivot Table & Chart, Coding of Data in Excel, Statistical functions (if, sumif, countif, countblank, rank, etc), Lookup functions (hlookup, vlookup), Two level nested functions.	20 (10+10)
V - Introduction to DBMS/RDBMS(LO4)	MS-Access; Basic concepts, Concept of files, record, data, information retrieval; Data dictionary, DBMS operations performed on DBMS System; Internet and Networking: Introduction to Internet and protocols: TCP/ IP, Network connecting devices, Web Browsers; Search engines, Shared Services- Forms, Docs, Sheets, Meets, Drive, Clouds Introduction.	20(10+10)

Books Recommended

Text Books

1. Computers and Beginners by Jain, V.K.;
2. Computer Fundamentals by Anita Goel, Pearson.

Reference Books

1. Introduction to Information Technology, Leon Tech World by Leon and Leon
2. Foundations of Computing, BPB Publication by Sinha, Kr. Pradeep and Preeti Sinha;
3. Word Processing and Typing by Sharon Spencer, Heinemann.
4. MS Office by S.S. Srivastava, Firewall Media.
5. Microsoft Office 2010 by Bittu Kumar, V & S Publications
6. Data Communication and Networking by Behrouz.A. Forouzan, McGraw Hill

Web Links

<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title – Computer Application in Business

Course code. CSE801P

Course Credit: 02 (0-0-2)

Max. Marks: 50 (35I+15E)

Objective

The syllabus introduces students to basic information and communication technology and proper paradigms that need to be implemented to develop any kind of computer applications.

Learning Outcome

1. Demonstrating network troubleshooting. (Practical)
2. Able to Work on MS Office. (Practical)
3. Use word processing software to create and edit official documents and reports (MS Word or equivalent) (Practical)
4. Use software to create and edit presentations (MS PowerPoint or equivalent) (Practical)
5. Use software applications to create, apply & modify formulas, generate reports, maintain database & compile data (MS Excel or equivalent) (Practical)
6. Use of standard operating manuals and procedures for dealing with work related to computer application (Practical)

7. Sending E-mails and internet surfing using various search engines. (Practical)
8. Outline the working of different operating system. (Practical)

Practical:

1. Troubleshooting
2. Practical based on to be exposed/shown various components and supposed how to switch on a computer.
3. Handling Boot Setup, Installation of Operating System, Connecting your client to server, User and Workgroup Handling, General Operating system handling and related topics.
4. Wordpad, Notepad, Sticky Note, Snipping tool, Paint
5. Ms Word
6. MS-Excel- Creating charts, Creating tables
7. MS-PowerPoint
8. MS-Outlook
9. Case study on Operating systems (Windows/ Ubuntu/ Android/iOS)
10. Networking
11. Software: Preparatory and open domain

Books Recommended

Text Books

1. Computers and Beginners by Jain, V.K.;
2. Computer Fundamentals by Anita Goel, Pearson.

Reference Books

1. Introduction to Information Technology, Leon Tech World by Leon and Leon
2. Foundations of Computing, BPB Publication by Sinha, Kr. Pradeep and Preeti Sinha;
3. Word Processing and Typing by Sharon Spencer, Heinemann.
4. MS Office by S.S. Srivastava, Firewall Media.
5. Microsoft Office 2010 by Bittu Kumar, V & S Publications
6. Data Communication and Networking by Behrouz.A. Forouzan, McGraw Hill

Web Links

<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title- Business Communication

Course Code. MGM806

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objectives: To develop effective communication skills among the students for the business world

Learning Outcome

- LO1. Able to communicate effectively and will have improved verbal communication. (Theory)
- LO2. Able to write paragraphs on different topics with the correct usage of vocabulary and will improve the written as well as verbal communication. (Theory)
- LO3. Effectively use established communication systems and protocols in the workplace (Theory)
- LO4. Identify clients and their needs through effective communication and use this information to develop effective work practices and outcomes (Theory)

Unit	Topic	Hours
I - Basics of Communication(LO1)	Process, Types, Purpose & Barriers; Oral communication: noise, listening–process, types of listening, deterrents to listening process, essentials of good listening;	10
II - Presentation skills(LO1)	Prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behavior.	20
III - Nonverbal communication(LO3)	Gestures, handshakes, gazes, smiles, hand movements, style of working, dress and appearance; business etiquettes: business manners of people of different cultures	10
IV - Written communication(LO2)	Mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, electronic mail; developing resume	10
V - Communication in Practice(LO4)	Preparing for interviews- types of interviews, group discussion;Telephone etiquettes-Dos and Don'ts, communicating effectively; Social media profile, Different types of profiles, Editing and Posting on social media profile	10

List of Practical

1. Listening skill
2. Presentation Skill
3. Role Plays
4. Business meetings
5. Team work
6. Group discussion
7. Case study

Books Recommended

Text Books

1. SIZZLERS Board of Editors Publishers: Manimekala Publishing House 39, Norh Chitrai Street, Madurai-625001
2. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.

Reference Books

1. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
2. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
3. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Modern Business Correspondence - L. Gartside - The English Language Book Society and Macdonald and Evans Ltd.
5. Business Communication - M. Balasubrahmanyam - Vani Educational Books.
6. Creating a Successful CV - Siman Howard - Dorling Kindersley.
7. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.

8. Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.

Course Title: Training and Development

Course No. MHR801

Course Credit: 05 (3-2-0)

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- LO1. To enable you understand the concepts, principles and process of training and development.
- LO2. To develop an understanding of how to assess training needs and design training programmes in an Organisational setting.
- LO3. To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness.
- LO4. To develop an understanding on various non training solutions to improve employee performance

Unit	Topic	Hours
I - Training and Development(LO1)	Meaning & Concepts. Importance & Objectives of Training & Development, Process and Significant of T&D, Identification of Training Needs, Methods of Training needs, Principles and theories of Learning.	15
II -Training & Development Methods(LO2)	Training and Development System, Training & Development Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.	15
III -Management Development(LO3)	Developing Effective Trainers, Designing & Implementing Training Programs, Approaches to Management Development, Designing & Implementing Development Programmers.	15
IV - Training & Development Evaluation(LO3)	Evaluation of Training and Development Programs, Criteria, Problem and Steps Involved in evaluation, Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis of Training.	15
V - Future Trends(LO4)	Emerging issues in Training and Development in India, Evolving Training Policy. Team Building Exercises. Management Games, Simulations.	15

Books Recommended

- Dayal ,I 'Manpower Training in organizations' Prentice Hall of India, New Delhi
- Craig ,Robert 'Training and Development' McGraw Hill, New York
- Lynton,R.P and U.Pareek 'Training and Development' Irwine Doresy, Hopwood

Course Title: Organisation Behaviour

Course Code. MHR802

Course Credit: 04 (3-1-0)

Max. Marks: 100 (30I+70E)

Objectives

To purpose of the course is to provide fundamental knowledge and exposure to the concepts, theories and practices in the field of management. It aims to understand individual and group behavior at work place

Learning Outcomes

- LO1. Outline the notion of Organisation Behaviour. (Theory)
- LO2. Understand individual and group behaviour at work place. (Theory)
- LO3. Outline the process of conflict resolution processes in the organization (Theory)
- LO4. Make student must be acquainted with leadership quality. (Theory)
- LO5. Demonstrate behaviours that promote professionalism in the learning environment (Theory)
- LO6. Perform consistently in accordance with the organisation's goals and objectives and organisational/professional codes of conduct (Theory)

Unit	Topic	Hours
I - Organisational Behaviour(LO1)	Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background- Hawthorne Studies, Psychological foundations; Models of Organisational Behaviour, Challenges and opportunities for Organisational Behavior; Ethics and Organisational Behaviour.	15
II -Individual Behaviour(LO2)	Personality, Values and Attitudes, Perception, Learning-Behaviourist, cognitive and social learning; Stress at work. Management's assumptions about people- McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns. Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work –Designing for creating motivating Jobs.	15
III -Interpersonal Behaviour(LO3)	Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window. Managing misbehaviour at work- Sexual abuse, Substance abuse, cyberslacking, Aggression, and Violence.	10
IV -Group Behaviour(LO4, LO5)	Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership & Team Building –Definition, Importance, qualities of leaders, types of leaders; Success stories of today's Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building	10
V -Organisational Processes(LO6)	Organisational Climate- Concept, Determinants, and OCTAPACE model; Organisation Culture- Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness- concept and measurement; Organisational change- resistance and management.	10

Books Recommended

Text Books

1. Organisational behaviour by Stephen Robbins

Reference Books

1. Organisational behaviour by Keith & Davis
2. Organisational behaviour by Fred and Luthans
3. Organisational behaviour by K. Ashwatthapa

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>
<http://cec.nic.in/E-Content/Pages/default.aspx>

Course Title: Human Resource Management

Course Code. MHR803

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- LO1. Explain the importance of human resources and their effective management in organizations
- LO2. Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
- LO3. Describe appropriate implementation, monitoring and assessment procedures of training and development.
- LO4. Understand the concept and maintain a pay system that is consistent for employees within the organization (internal consistency).
- LO5. Able to Evaluate jobs and its methods and managing ethical issues in HRM

Unit	Topic	Hours
I - Basics of HRM(LO1)	Introduction: Understanding the nature and scope of Human resource management, Functions and objectives of HRM, Role of HR, HR department structure & HR strategy	15
II -Human Resource Planning (LO2)	HRP, Recruitment & Selection: Nature and importance of Human resource planning, Recruitment & Selection process in BPS, Meaning and importance placement and induction	15
III -Training and Development(LO3)	Training, Development & Job Analysis: Training & human resource development, Performance appraisal, career development and planning, Job analysis, job description and job design, job specification, job simplification and quality of work life (QWL).	10
IV – Compensation(LO4)	Remunerations & Benefits: Managing basic remunerations, Basic concepts & Importance of compensation plan, fringe benefits, incentives, and social security schemes.	10
V - Job Evaluation(LO5)	Job Evaluation & Ethical Issues: Significance of Job evaluation, Methods of Job evaluation, managing ethical issues in human resource management	10

Books Recommended

Text Books

1. Human Resource Management, 7th Edition by Stephen Robins
2. Human Resource Management, TATA Mc Grawhill by K.Aswathappa,

Reference Books

1. Gary Dessler, Human Resource Management, PHI

Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>
<http://cec.nic.in/E-Content/Pages/default.aspx>
<https://www.youtube.com/watch?v=f60dheI4ARg>
<https://www.youtube.com/watch?v=7wnpfZRPkNU>

Course Title: Corporate laws and Industrial Trends

Course Code. MHR804

Course Credit: 05 (3-2-0)
Max. Marks: 100 (30I+70E)

Objectives

To develop understanding about legal aspects of business

Learning Outcomes

1. To gain knowledge on the basics of contract law and its principles
2. To understand the various aspects of company law, the formation of company and its related legal aspects
3. To gain insight into the legal framework regarding Liability of Goods.
4. Apply intellectual property law principles (including copyright, patents, designs and trademarks) to real problems and analyse the social impact of intellectual property law and policy.
5. To gain insight into the legal framework regarding Negotiable Instruments Act.

Unit	Topic	Hours
I - Law of contract(LO1)	Definition and nature of a contract, Offer and Acceptance, Consideration, free consent, and capacity of parties, Performance and discharge of contract, Remedies for breach of contract.	15
II - Company Law(LO2)	Characteristics of Company, Kinds and Stages in the formation of a Company; Setting up offices and branches abroad.	15
III - Liability of Goods(LO3)	Liability for Air Cargo Losses; Liability of the Goods by Sea: The Harter Act, The Hague Rules, the Carriage of Goods by Sea Act (COGSA), Shipper's Liability for Hazardous Cargo; Carrier's Liability for Cargo Shortages;	10
IV -Protection of Intellectual Property Rights(LO4)	Reasons for Intellectual Property Transfer Agreements; Intellectual Protection for Patents, Trademarks and other Intellectual Property; Trade-Related Aspects of Intellectual Property Rights (TRIPS); the DOHA Declaration on TRIPS and Public Health.	10
V -Negotiable Instruments Act 1881(LO5)	Essentials of Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.	10

Books Recommended

1. Schaffer, Agusti & Earle (2009): International Business Law: A Comprehensive Approach, Cengage Learning, New Delhi.
2. August, R.A., Mayer, D. & Bixby, M. (2008): International Business Law (5th Ed.), Prentice Hall.
3. Chow, D.C.K., & Schoenbaum, T.J. (2010): International Business Transactions (2nd Ed.), Aspen Publishers
4. Maheshwari, S.N. and S.K. Maheshwari; *A Manual of Business Law*, 2nd Edition, Himalaya Publishing House, 2004.
5. Kuchhal M.C., "Modern Indian Company Law", 2004, Shree Mahavir Book Depot.
6. Kuchhal, M. C.; *Business Law*, Vikas Publishing House, New Delhi, 2004.
7. Kapoor, N. D.; *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi, 2003

Semester II

Course Title: Entrepreneurship

Course Code: OMS802

Course Credits (2-0-0)
Max. Marks: 100 (30I + 70E)

Course Objectives: The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Units	Topics	Learning outcomes
Unit-1	Introduction to Entrepreneurship	Introduction to Entrepreneurship, , Entrepreneurial Mindset, Characteristic of an Entrepreneur, Advantages and disadvantages of Entrepreneurship
	Recognise Opportunity	Purpose of all businesses, Types of Entrepreneurial organizations, Types of Enterprises
	Creativity & Innovation	Marketing, 4Ps of Marketing, Process of Marketing, Marketing Mix, 7Ps of Marketing
	Conception & Ideation	Business Plan and its elements, Application of Business Plan
	Are you a risk taker?	Entrepreneurs, types of Entrepreneurs, Roles and Responsibilities of Entrepreneurs, Qualities of an Entrepreneur
	Identify Your Customer	Customer segmentation, Criteria for selling customer value proposition, Customer Lifecycle
Unit-2	Self Confidence and Resilience	4 Ps of Entrepreneurship, Qualities of successful entrepreneur, Self-confidence, Positive attitude, Overcoming

		the fears, Recover from Failure
	Success and Failure Stories of Famous Entrepreneurs – 1	Steve Jobs Success Story, Mumbai Dabbawala delivery success Story
	Never Give Up	Importance of Focusing energy on Business, Importance of Business Networking and its advantages
	Competition Analysis	Competition Analysis, Factors affecting competition strategies, Prerequisites of successful enterprise
	Risks – Identification and Mitigation	Business Risk, Types of Business Risks, Risk Identification, Risk Mitigation,
	Getting Money for Business	Concept Of Funding, Basics terms of Accounting, Types of Funding,
Unit-3	Dream and Achieve	Vision, Mission and Goals, Business Ethics, SMART goals, entrepreneurial work ethics
	Leadership and Team Spirit	Lead by example, Importance of Embracing diversity, Role of Emotional Intelligence to be a leader.
	Success and Failure Stories of Famous Entrepreneurs – 2	
	Serving the Society	Roles of Entrepreneurs in society, Selfless Entrepreneurship,
	Taking Ownership	Taking complete ownership, taking control over the business
	Adapt to Change	Porters competition strategies, Factors affecting business,
	Discover Yourself	Qualities of the successful entrepreneur
Unit-4	Problem Solving: Introduction to Critical Thinking	Critical Thinking, Applying critical thinking, REASON Model of Critical Thinking
	Problem Solving: Introduction to Creative Thinking	Creative thinking, Importance and benefits of Creative thinking, Creative thinking in problem solving
	Problem Solving: Introduction to Decision Making	Decision making, Effective decision making process
Unit-5	4Ps of Marketing - PDF	4Ps- Product, Place, Price, Promotion, Apply 4Ps to marketing Strategy into action
	Costs in Entrepreneurship - PDF	Cost, types of Costs, Introduction to Accounting Basics, main methods of Accounting, Financial Documents, P&L statements, Working capital
	Applicable Sources of funding and Regulatory and Statutory rules - PDF	Regulatory and statutory rules for an Entrepreneur, Business Loans for startups and MSMEs by Indian Government

	Analysis of success and failure stories - PDF	Analysis of success and failure stories, Key skills involved in the successes of entrepreneurs
	Identification of one's entrepreneurial skills and knowledge - PDF	Identify various skills and characteristics o be an entrepreneur, Effective Ways to Build Entrepreneurial Skills, Develop or Improve your Entrepreneurial Skills ,
	Legal Issues	Intellectual Property Rights, patents, trademarks, copyrights, trade secrets, licensing, franchising

Books Recommended

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, JK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, New Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century,Tata McGRaw Hill Publishing Company New Delhi
5. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
6. Vasant Desai, Dynamics of Entrepreneurial Development and Management,Himalaya Publishing House, Mumbai.
7. Arora M., Natarajan K. and Gordan E., Entrepreneurship Development, 1st ed; Himalaya Publishing House Pvt Ltd, 2009.

Reference Books

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
5. Forbat John, "Entrepreneurship" 1st Edition, New Age International, 2008.
6. Havinal, Veerbhadrappa, "Management and Entrepreneurship", 1st Edition, New Age International Publishers, 2008.
7. John S.M., rural women Entrepreneurship, 6th ed; Discovery Publishing House, 2004. Janakiram B., Management & Entrepreneurship, Excel Books India, 2009.
8. Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, 1st Edition; Dorling Kindersley Ltd, 2006.

Web Links

1. https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf
2. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv=entrepreneurship+development+videos&view=detail&mid=2F136B2E6941D1F8DB4E2F136B2E6941D1F8DB4E&&FORM=VRDGAR>
3. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv=entrepreneurship+development+videos&view=detail&mid=01D578B93003F888E6DF01D578B93003F888E6DF&&FORM=VRDGAR>

Course Title: Research Methodology

Course Code. MGM803

Course Credit: 04 (2-2-0)

Max. Marks: 100 (30I+70E)

Objectives

The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

Learning Outcomes

- LO1. Demonstrate familiarity with major concepts, theoretical perspectives, empirical findings, and historical trends
- LO2. Apply basic research methods including research design, data analysis, and interpretation.
- LO3. Students should be able to conceptualize the primary characteristics of quantitative research and qualitative research.
- LO4. Students should be able to design a good quantitative purpose statement and good quantitative research questions and hypotheses.
- LO5. Students should be able to design a good qualitative purpose statement and a good central question in qualitative research.
- LO6. Apply research data to formulate or evaluate new research questions, using reason and persuasion in a logical argument.

Unit	Topic	Hours
I - Introduction to Research(LO1)	Meaning, Objectives, Understanding the language of research - Concept, Construct, Definition, Variable. Research Process	15
II - Research Design(LO2)	Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.	20
III - Qualitative & quantitative research(LO3,4)	Qualitative research - Quantitative research – Concept of measurement, causality, generalization, replication. hypothesis testing; parametric and non-parametric tests	15
IV – Measurement(LO5)	Concept of measurement – Problems in measurement in management research- Validity and Reliability; Levels of measurement - Nominal, Ordinal, Interval, Ratio; Attitude Scaling Techniques, Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking.	20
V -Types of Data(LO6)	Secondary Data - Definition, Sources, Characteristics, Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey, Interpretation of Data and Report Writing - Layout of a Research Paper	20

Books Recommended

Text Books

1. Research Methodology - C.R.Kothari

Reference Books

1. Business Research Methods, Thomson Learning , Bombay. By Millian G. Zikmund,
2. Business Research Methods, Tata McGraw Hills, New Delhi. By Donald R-Cooper and Pamela Schindler,
3. Millian J. Geode & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi.
4. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
5. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.

Web Links

1. <https://www.swayamprabha.gov.in/index.php/program/archive/16>
2. <https://www.swayamprabha.gov.in/index.php/program/archive/5>

Course Title: Strategic Human Resource Management

Course Code. MHR806

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Objectives

The objective of the course is to develop the perspective of strategic human resource management.

Learning Outcomes

- LO1. To Understand the feasibility and nature of the link between business strategy and HR strategy
- LO2. Outline the investment perspective of Strategic Human Resource Management including commitment and engagement, training & Development, performance management, retention.
- LO3. Describe key aspects of forecasting the human resources needs of an organization.
- LO4. Identify the linkages between HRM functions and operations and organisational strategies, structures and culture
- LO5. Recognize, outline, and illustrate the enduring global contexts of International HRM

Unit	Topic	Hours
I - Introduction to Strategic HRM(LO1)	Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach, Business Strategy and Organisational Capability; Global Environment of HR: Change & Diversity	15
II - Investment perspective of human resources(LO2)	Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches. SHRM: Aligning HR with Corporate Strategy SHRM: Universalistic, Contingency and Configurational Approaches	15
III -Planning and Implementing Strategic HR policies(LO3)	Strategic HR Planning Acquisition and Development Corporate Strategy and Career Systems; Change, Restructuring and SHRM Corporate Ethics, Values and SHRM	10
IV - Aligning HR Systems with business strategy(LO4)	Strategic Role of HRM, Alternative HR systems, Linking HRM practices to organizational outcomes, HR Strategy Formulation, HR Strategy in workforce utilization, Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM	10

V - International and Comparative SHRM(LO5)	Managing Global Human Resources, Evaluating HR functions in International Context, Expatriation and repatriation management in global HRM, High Performance Work Practices, Emerging Issues in Strategic HRM	10
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Books Recommended

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

Course Title: Cross Culture Human Resource Management

Course No. MHR807

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Objectives

The objective of the course is to enable the students to develop the concept of diversity, cross cultural and diversity issues and challenges and the benefits of diversity in the workplace. It shall also capitalize on the creativity and richness that diversity offers.

Learning Outcomes

- LO1. Recognize, outline, and illustrate the enduring global contexts of International HRM
- LO2. Develop competency in dealing with cross cultural situations
- LO3. Explain the importance of cultural sensitivity in an international assignment
- LO4. Define and describe the various issues related to workforce diversity, equity, and inclusion in their respective disciplines
- LO5. Critically manage the impact of cultural diversity and contextual factors in shaping human resource practices

Unit	Topic	Hours
I - Cross-Cultural Management(LO1)	Meaning and Concepts; Cross-Cultural Puzzle of Global Human Resource Management; Global Strategy and Culture;	15
II - Frameworks in Cross-Cultural Management(LO2)	Kluckhohn and Strodbeck framework, Hofstede's Cultural Dimensions, Trompenaars' Dimensions, Schwartz Value Survey, the GLOBE Study; Use of Frameworks; International and Cross-Cultural Research: Types and Critiques.	15
III - Management Values across Cultures(LO3)	National Culture Vs Organization Culture; Coping with cultural differences; Understanding socialization; International Ethics and Culture; Explaining the Differences in Comparative HRM,	15
IV - Cultural Diversity(LO4)	Meaning and Nature; Diversity and exclusion: A critical workforce problem; The importance of valuing diversity; Cultural Synergy; The challenge of work force-diversity: Stereotypes and Prejudice, Dehumanization and oppression, Employment-related discrimination;	15

V - Diversity Management(LO5)	Diversity Management Programmes; Diversity Management in International Organizations: Women in International Management, Role of Organizational Processes, Dual-Career Couples.	15
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Suggested Readings:

1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.
2. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press, 1996.
3. Mary O'Hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture and Time, Jossey Bass Publishers, San Francisco, USA, 1994.
4. Adler, N J. International Dimensions of Organisational Behaviour. Boston, Kent, 1991.

Course Title: Compensation Management and Labour Laws

Course No. MHR808

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objectives

A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage.

Learning Outcomes

- LO1. Design and maintain a pay system that is consistent for employees within the organization (internal consistency).
- LO2. Design a pay structure that will ensure the firm is competitive with other similar firms (external competitiveness), and conduct a market survey to determine appropriate pay levels.
- LO3. Identify and describe a variety of reward systems used to determine individual pay levels with reference to "The Payment of Bonus Act".
- LO4. Identify and describe typical employee benefits components and systems, and describe in detail those that are legally required with reference to "The Payment of wages Act" & "Minimum wages Act".
- LO5. Implement and administer the Maternity Benefits according to the firm's policies and the legal requirements.

Unit	Topic	Hours
I -Compensation Management(LO1,LO2)	Compensation management process, Forms of pay, Financial and nonfinancial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures; Contemporary issue in Compensation management.	15
II - The Payment of Bonus Act, 1965(LO3)	Objects; Scope and Application; Definitions; Calculation of amount payable as Bonus; Eligibility and Disqualifications for Bonus; Minimum & maximum Bonus; Set on & Set off of Allocable Surplus;	10
III - The Payment of Wages Act, 1936(LO4)	Objects; Application; Responsibility for payment of wages; Fixation of wage periods; time-limits; Deduction from wages; Remedies available to worker, Powers of authorities, Penalty for offences.	15

IV - Minimum Wages Act, 1948(LO4)	Objects; Application; Minimum Fair and Living Wages; Determination of minimum wage; Taxation of minimum wage; Advisory Board; Remedy to worker for nonpayment of minimum wages.	10
V - The Maternity Benefit Act, 1961(LO5)	Definitions, Employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, Leaves, Dismissal in absence during pregnancy, forfeiture of maternity benefits.	10

Books Recommended

1. Belchor, David W. *"Compensation Administration"*, Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
3. Milkovich.G; Newman.J and Ratnam, C.S.V, *Compensation*, Tata Mc Graw Hill, Special Indian Edition.
4. Armstrong, M. & Murlis, H. *Reward Management: A Handbook of Salary administration*, London: Kegan Paul
5. Sharma, J.P. *An Easy Approach To Company And Compensation Laws*. New Delhi: Ane Books Pvt Ltd.
6. Malik, P.L. *Handbook of Labourer and Industrial Law*, Eastern Book company.

Course Title: Management of Industrial Relations

Course No. MHR809

Course Credit: 03 (2-1-0)

Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- LO1. Demonstrate descriptive knowledge of the field of industrial relations.
- LO2. Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.
- LO3. Recognise and consider the social, historical and equity issues within industrial relations.
- LO4. Investigate solutions to industrial relations problems based on research and assessment of current practices.
- LO5. Communicate your knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose.

Unit	Topic	Hours
I - Structure & Evolution of IR(LO1)	Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.	10
II - Industrial Conflict and Disputes Resolution(LO2)	Nature, causes and types of industrial disputes, Industrial Disputes Act, Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation; Trends in industrial conflict.	15
III - Trade Unionism,	Provisions of Trade Union Act, 1926- Definitions, Legislations of	15

Negotiations (LO3)	Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure; Management of labour, Unions and productivity;	
IV - Grievance Handling Machinery(LO4)	Concept, Nature, functions and Types of Collective bargaining; Collective bargaining in the Indian context; Conciliation and arbitration system and performance; Nature of grievances and grievance procedures; Handling employee grievances.	10
V - Discipline & Industrial Democracy(LO5)	Industrial indiscipline- An overview of Disciplinary enquiries; Disciplinary action and termination of employment contract, Concept and scope of industrial democracy, Contemporary issues in IR, Case Study related to IR issues in India.	10

Books Recommended

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.

Course Title: Recruitment & Selection

Course No. MHR810

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

Learning Outcomes

- LO1. Able to describe the importance and relevance of recruitment and selection to Indian Organizations.
- LO2. Identify the major legal issues affecting recruitment and selection, and discuss recruitment and selection systems that meet legal requirements.
- LO3. Explain and apply the requirements for measures used in staff selection and recruitment to evaluate applicants fairly and in an unbiased fashion.
- LO4. Illustrate the role of competencies and performance management in recruitment and selection.
- LO5. Evaluate the role that human resources planning, organizational and job analysis have in selection.

Unit	Topic	Hours
I - HRP & Job Analysis(LO1)	Staffing models and strategy; Planning: External influences, human resource planning, staffing planning; Job analysis: Job requirements job analysis, competency-based job analysis, and job rewards job analysis methods	15
II -Hiring Process & decision(LO2)	Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing; Meaning and definition of internal recruitment. Sources of internal recruitment, Meaning and definition of external recruitment, Sources of recruitment, Advantages and disadvantages.	15
III – Measurements(LO3)	Measurement: Quality of measures: validity and reliability, collection of assessment data, testing, procedures, and professional standards.	10
IV - Assessment Methods(LO4)	External selection: external assessment methods; Internal selection: internal assessment methods; Evaluation of assessment methods. Final match: employment contracts, job offers, orientation, and socialization.	10
V - Staffing system Management(LO5)	Staffing system management; Retention management: turnover analysis and retention initiatives; Selected issues on Staffing in India.	10

Books Recommended

1. Heneman, Herbert G. III & Timothy A. Judge, Staffing Organizations, McGraw-Hill/Irwin, latest edition.
2. Gatewood, Robert D. & Hubert S. Field, Human Resource Selection, 5th edition, Harcourt College Publishers, 2001.
3. Jackson, Susan E. & Randall S. Schuler, Managing Human Resources Through Strategic Partnerships, 8th edition, Thomson/Southwestern, 2003.

WWW RESOURCES:

1. American Staffing Association: www.staffingtoday.org
2. International Personnel Management Association: www.ipma-hr.org
3. Society for Human Resource Management: www.shrm.org
4. Workindex.com: www.workindex.com
5. Database of job postings: www.monster.com

Semester III

Course Title: Performance and Talent Management

Course Code. MHR805

Course Credit: 03 (2-1-0)
Max. Marks: 100 (30I+70E)

Objectives

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

Learning Outcomes

- LO1. Define the concept of performance management and outline its role in contemporary organizations
- LO2. Explain the importance of the performance management system in enhancing employee performance.
- LO3. Able to plan the different techniques involved in the performance appraisal process, for example, the giving and receiving of feedback.
- LO4. Demonstrate the ability to use different performance management techniques, for example, coaching, mentoring, career development
- LO5. Define talent management and discuss the process of linking talent management to organizational strategy and other HR practices.
- LO6. Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Unit	Topic	Hours
I - Performance Management (LO1, LO2)	Introduction; Role of performance in organization; Dimensions; Role of appraisals in Performance Management; Performance management process; Linkage of performance management system with other HR practices.	15
II - Performance Planning & Analysis (LO3)	Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal;	15
III -Implementation and Issues in Performance Management (LO4)	Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Performance Improvement Plan; Role of HR professionals in performance management; Performance management documentation and audit; Use of technology and e-PMS;	15
IV - Talent Management (LO5)	Concept and approaches; Framework of talent management; Talent identification, integration, and retention, Talent management in India; Managing employee engagement;	15
V - Talent Management Practices and Process (LO6)	Building the talent pipeline; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Future directions in talent management practice and research.	15

Books Recommended

1. Prem Chadha, Performance Management, Macmillan.
2. T.V.Rao, Performance Management & Appraisal Systems, Response Books.
3. Herman Aguinis, Performance Management, Pearson education.
4. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
5. Armstrong, M., *Performance management: Key strategies and practical guidelines*, Kogan Page, London.
6. Bagchi, S. N., *Performance management*, Cengage Learning India.
7. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
8. Robert B., *Performance management*, McGraw-Hill Education India.
9. ASTD, *Talent management: Strategies for success from six leading companies*, Cengage Learning.

Course Title: Excel in HR

Course Code: MHR905

Course Credit: 03 (0-3-0)
Max. Marks: 100 (30I+70E)

Objective

To handle volume of data in effective manner, improve their analytical skills and make them understand about the role of data in a business

Learning Outcomes

- LO1. The student will be able to maintain data
- LO2. Will understand the ways to collect the data (Online Surveys & Business tools).
- LO3. Work with spreadsheets and save them in different formats for developing proper formats. (Theory)
- LO4. Create mathematical and logical formulas using standard spreadsheet functions. (Theory)
- LO5. Choose, create and format charts to communicate information meaningfully. (Theory)
- LO6. Work with tables and lists to analyze, filter and sort data to analyse the results for different data set.
- LO7. Enhance productivity by working with named cell ranges, macros and templates.
- LO8. Will be able to present the data in structured way to arrive and support the business decisions.
- LO9. Will be able to maintain salary details and payroll analysis.
- LO10. Will be able to maintain the employee's dashboard with offline and online tools & application.

Unit	Topic	Hours
I - Introduction to MS-Excel (LO1,2,3)	Introduction to Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Entering Series, Editing Data, Cell Referencing, Ranges,	10
II - Functions &Formulae (LO4,5)	Date and time Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, formatting charts, Creating Database, Sorting Data, Filtering, etc. Pivot Table, Picot Chart, Coding of Data in Excel, Statistical functions (countif, countblank, rank), Text functions (left, right, mid, trim, concatenate), Financial functions (pv, fv, pmt), Lookup functions (hlookup, vlookup), Two level nested functions.	15
III - Analysis: Using Tables (LO6,7,8)	Create, Modify a pivot table/data pilot, Filter, Sort data in a pivot table/data pilot, Use one-input, two-input data tables/multiple operations tables; Sorting and filtering: Sort data by multiple columns at same time, Create a customized list and perform a custom sort, macros, Employees feedback analysis using Google Doc.	15
IV - Salary Detail (LO9)	Prepare Employee wise salary detail, ESI Detail, PF Detail & Labour Welfare Fund detail on Excel sheet. Payroll analysis.	10
V - Dashboard (LO10)	Creation of employee dashboard; working on Head count analysis; generation of ID's in attendance register, leave analysis; quality circles;	10

Recommended Books

Text Books

1. Statistics for Managers using Microsoft excel, PHI Learning Private Limited, 2010 by Levine, Stephan, Krehbiel and Berenson.
2. Excel Data Analysis: Modeling and Simulation 2010. Springer, by Hector Guerrero (Author)

Reference Books

1. Managerial Statistics”, Cengage Learning, by Gerald Keller., “
2. Statistics for Management”, Tata McGraw Hill Publishing Company, by Dr. Srivastava T.N.
3. Research Methodology Concepts and Cases, Vikas Publishing House Private Limited, 2011 by Dr. Deepak Chawla, Dr. Neena Sondhi.,

Semester IV

Course Title- Ethics and Values

Course No. MGM901

Course Credit: 02 (2-0-0)
Max. Marks: 100 (30I+70E)

Objective

To imbibe the moral values and ethics in students to make them responsible and compassionate global citizens

Learning Outcomes

1. Create an awareness about need and importance of ethics and values in doing business
2. Sensitize to the nature of ethical issues
3. Develop a capacity for ethical reasoning and to apply them in Organization contexts
4. Apprehend essence of ethics in functional areas if an organization
5. Appreciate the role of corporate governance and corporate social responsibility in promoting ethics and values for a business

Unit	Topic
I (LO –1,2,3)	Ethics: Meaning and nature of Ethics, Meaning of Moral & Ethics, Types of Ethics, Importance of Ethics, Nature of Ethics, Importance of ethics in business, Types of business; Individual Ethics- Professional ethics, Corporate Ethics, Ethical behavior
II (LO –2,3,4)	Nature of business ethics and values; Factors influencing business ethics, leadership strategy and performance, environment corporate culture, individual characteristics, Managing codes of ethics, ethics committees, hotlines, ethics training programs and laws enforcing ethical conduct.
III (LO –2,3,4)	Ethics in marketing, Process relative ethics, product relative ethics, competition relative ethics; Ethics in finance and accounting, investment decisions, disclosure norms, insider trading norms. Ethics in production and operations management, Worker safety, product safety, quality, environment and worker rights.
IV (LO –2,3,4)	Ethics in global business, ethical principles governing global business, ethics relation to adapting host countries culture and norms, issues relating to negotiations and providing access to less developed countries, avoiding sanctions, protection of intellectual properties. Pressures for ethical convergence, ethical principles governing global business.
V (LO –4,5)	Corporate Governance and business ethics, roots of unethical behaviour, unethical issues, corporate governance and ethics, the Indian context; Corporate Social Responsibility(CSR): Meaning, scope, Corporate Governance and CSR, Social

	responsibility and Indian corporations. Corporate Governance and regulators (SEBI's) role ,The future of Corporate Governance in India.
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Recommended Books

1. Agalabatti B.H., Krishna S., Business Ethics: Concepts and Practices (With special emphasis on Indian Ethos and Values), Nirali Prakashan
2. Chakraborty S.K., Ethics in Management: Vedantic Perspective, Oxford University Press
Davies Peter W.F., Current Issues in Business Ethics, Routledge
3. Fernando A.C., Corporate Governance: Principles, policies and practices, Pearson Education
Gary A. Yukl, Leadership in Organizations, Pearson
4. Hartman Laura P., Perceptiveness in Business Ethics. McGraw Hill International Publications
McDonald Gael, Business Ethics: A Contemporary Approach, Cambridge University Press

Course Title: Measuring HR

Course Code: MHR906

Course Credit: 04 (2-2-0)
Max. Marks: 100 (30I+70E)

Objective

As HR professionals respond to the challenge of taking a more strategic perspective regarding their role in the organisation, measuring HR's performance and its contribution to the firm's performance consistently emerge as a key theme. This course addresses the question of how HR practitioners can measure their contribution to their firm's growth.

Learning Outcomes

- LO1. To appreciate the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability
- LO2. To understand the various approaches and techniques of measuring HR
- LO3. To get hands on experience of studying the HR function of an organisation to understand its impact on bottom-line
- LO4. To understand the role of various HR practices & strategies with futuristic approach.

Unit	Topic	Hours
I - Introduction and Overview(LO1)	Changing Role of HR; HR as a Strategic Partner; The Need for Measuring HR; designing a measurement system- evaluating measures	15
II - Approaches to Measuring HR(LO2)	HR Cost Monitoring; HR Effectiveness Index; HR Key Indicators; HR MBO; HR Profit Centre; HR Reputation; Return on Investment; Surveys Competitive Benchmarking; HR Accounting; HR Auditing	10
III - Measuring Specific Impact(LO3)	Measuring HR's Contribution to Enterprise Goals; Cost Benefit Analyses for HR Interventions; Measuring HR's Impact on Processes; Measuring HR's Value Added; Balanced Scorecard and HR Scorecard	15
IV - Special Issues in Measurement Process(LO2,LO3)	Principle of Good Measurement; Integrating Alternative Measures of Behavioral and Performance Outcomes; End-to-end HR Value Report; Measuring HR Alignment	10
V - Future HR(LO4)	The Next Generation HR Valuation; Human Resource Valuation Strategy for Inventing Future; Role of AI in HR	10

Books Recommended

1. The New HR Analytics: Predicting the Economic by Dr. Jac Fitz-enz
2. How to Measure Human Resource Management by Jac Fitz-enz, Barbara Davison, McGraw Hill
3. Proving the Value of HR: How and Why to Measure ROI by Jack J. Phillips PhD and Patricia Pulliam Phillips, Society for Human Resource Management
4. Ultimate Performance: Measuring Human Resources at Work by Nicholas C. Burkholder, Scott Golas, WileyPrem Chadha, Performance Management, Macmillan.
5. T.V.Rao, Performance Management & Appraisal Systems, Response Books.
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