



BHARATI VIDYAPEETH

(Deemed to be University), Pune

'A+' Accreditation (Third Cycle) by 'NAAC' in 2017

Category-I Deemed to be University Grade by UGC

'A' Grade University Status by MHRD Govt. of India

Ranked 63rd by NIRF – 2020

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

MBA (Human Resources)

CHOICE BASED CREDIT SYSTEM (CBCS)

SYLLABUS

Applicable with effect from 2020-21

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BHARATI VIDYAPEETH (DEEMED to be UNIVERSITY), PUNE
Faculty of Management Studies
Master of Business Administration – Human Resources
(MBA- HR)
Revised Course Structure (To be effective from 2020-2021)

I. Title:

a) **Name of the Programme: Master of Business Administration (Human Resources)**

MBA(HR)

b) **Nature & duration of the Programme: *FULLTIME* Post-Graduate Degree Programme of TWO YEARS (approved by AICTE).**

II. Preamble :

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

III. Rationale for Syllabus revision:

The Vision and Mission statements of the MBA (HR) program embodies the spirit of the mission of the University and vision of Hon'ble Dr. PatangraojiKadam, the Founder of BharatiVidyapeeth and Chancellor, BharatiVidyapeeth (Deemed to be University), Pune , which is to usher in “Social Transformation through Dynamic Education

In view of the dynamic nature of the market, economy and evolving expectations of the stakeholders such as students, faculty members and industry in particular, the syllabus is revised periodically. Last revision was in the year 2016-17.

Over the past four years, feedback was received from various stakeholders and considering the changes that in the macro environment, a need was felt to revise the syllabus so as to suffice the requirements of the industry and society. This revised draft is the result of inputs received from the industry, academia, alumni and all stakeholders. This revised draft is the result of inputs received time to time from the industry, academia, alumni and all stakeholders

IV. Vision Statement of MBA (HR) Program :

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

V. Objectives of the MBA (HR) Program :

At BharatiVidyapeeth (Deemed to be University), Pune the objective of MBA (HR) Program is to provide world class Business Education and develop dynamic managers, entrepreneurs and business leaders. The Program aims to enhance decision making capabilities of upcoming managers by imparting critical thinking and analytical abilities.

VI. MBA(HR) Program: Program Outcomes

On the successful completion of this Program a student shall be able to:

1. Apply the knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Learn new technologies with ease and be productive at all times
4. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. Read, write, and contribute to Business literature
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

VII. Eligibility for Admission:

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

1. The candidate should have secured at least 50% (45% for SC/ST) in aggregate at graduate level university examination.
2. The Candidate studying in final year of Bachelor's degree may also apply. Admission of such candidates will remain provisional until submission of final result certificates in original.
3. Subject to the above conditions, the final admission is based solely on
 - a) The merit at the All India entrance test (B-MAT) followed by Group Discussion & Personal Interview conducted by BharatiVidyapeeth (Deemed to be University), Pune
 - b) Submission of Migration Certificate, Transference Certificate, anti-ragging affidavit etc.

VIII. Structure of the Program:

The MBA-HR program is of **102** credits which need minimum two years divided into four semesters to complete. During third semester students have to opt for specialization(s) and study the specialization courses in depth. The programme also includes Summer Internship / Summer Training of 50 days. The medium of instruction and examination will be only English.

A student would be required to complete the course within **FOUR** academic years from the date of admission.

IX. Credits- 102

The definition of credits is based on the following parameters;

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

In this system each credit can be described as a combination of 03 (**THREE**) components such as Lectures (L) + Tutorials (T) + Practice (P).

These components are further elaborated for an effective teaching learning process;

- Lectures (L): Classroom lectures delivered by Faculty member in an interactive mode.
- Tutorials (T): Sessions that includes participatory discussions, presentations by the students, case study discussions etc.
- Practice (P): It includes LAB sessions for IT related courses & Business Communication and practice sessions for courses like Accounts, Mathematics, Statistics and field assignments etc.

ONE Credit = 12 Hours

In terms of a Semester of 15 (**FIFTEEN**) weeks,

- a) Every ONE hour session per week of Lecture (L) = 01 (one) credit per Semester
- b) TWO hour sessions per week of Tutorial (T) = 01(one) credit per Semester
- c) TWO hour sessions per week of Practice (P) = 01(one) credit per Semester

X: Examination:

1. A) Scheme of Examination:

Courses having Internal Assessment (IA) / *Internal Examination(IE)* and University Examinations (UE) shall be evaluated by the respective institutes and the University at the term end for 50(fifty) and 50(fifty) Marks respectively. The total marks of IA and UE shall be 100 Marks and it will be converted to grade points and grades.

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

Open Courses shall be evaluated for 100 marks only (hundred marks only).

B) Components of continuous evaluation system (CES) :

Following are the suggested components of CES,

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

Breakup of CES marks (50)

Class Participation / Attendance	10
Mid-term	15
End-term	15
Class Tests, Assignments, MOOCs, Presentation/ Project, Case Study/Lab work etc.	10

2. Grading System for Programmes under Faculty of Management Studies:

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

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

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

Standard of Passing:

For all courses, both UE and IA constitute separate heads of passing (HoP). In order to pass in such courses and to earn the assigned credits, the learner must obtain a minimum grade point of 5.0 (40% marks) at UE and also a minimum grade point of 5.0 (40% marks) at IA.

- If learner fails in IA, the learner passes in the course provided, he/she obtains a minimum 25% marks in IA and GPA for the course is at least 6.0 (50% in aggregate). The GPA for a course will be calculated only if the learner passes at UE.
- A student who fails at UE in a course has to reappear only at UE as backlog candidate and clear the Head of Passing. Similarly, a student who fails in a course at IA he/she has to reappear only at IA as backlog candidate and clear the Head of Passing to secure the GPA required for passing.
- The performance at UE and IA will be combined to obtain GPA (Grade Point Average) for the course. The weights for performance at UE and IA shall be 50% and 50% respectively.
- GPA is calculated by adding the UE marks out of 50 and IA marks out of 50. The total marks out of 100 are converted to grade point, which will be the GPA.

Formula to calculate Grade Points (GP)

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

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

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

The SGPA is calculated by the formula

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

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

The CGPA is calculated by the following formula

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

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

The formula to compute equivalent percentage marks for specified CGPA:

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

Award of Honours:

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

The criteria for the award of honours are given below.

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

3. ATKT Rules:

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

XI: A. Dual Specialization:

M.B.A(HR) Programme 2020-21 offers Dual Specialization to the students in second year of MBA Programme. Under dual specialization students are required to select any **Two Specialization Groups** from the list given below :

i) Prerequisite for offering a combination of Specialization Groups

The Institute will offer the Specializations proposed only if minimum **Ten** students opt for the same.

ii) Specialization Combinations:

For MBA(HR), one specialization HR is commonly offered to the students, The second specialization may be chosen by the student from the following choices:

Specialization I	Specialization II (any one of these)
Human Resource Management	Human Resource Management (Core)
	Marketing Management
	Financial Management
	Information Technology Management
	International Business Management
	Production & Operations Management
	Agribusiness Management
	Retail Management
	Project Management

B. Summer Internship :

At the end of Semester II, each student shall undertake Summer Internship in an Industry for 50 (**Fifty Days**). It is mandatory for the students to seek written approval from the Faculty Guide about the Topic and the Organisation before commencing the Summer Internship.

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

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

In case of an operational assignment

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

- Suggestions (based on findings & observations) for improving the functioning of the organization.

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

4) General chapterization of the report shall be as under;

- 1) Introduction and Literature Review: - This chapter will give a reader the background of problem area, specific problem & how you come across it?
- 2) Company profile: -
- 3) Objectives of the study:-
- 4) Data collection: -
- 5) Data analysis & interpretation: -
- 6) Findings & observations: -
- 7) Suggestions:-

Annexure: -

- Questionnaire
- References.

5. Technical details:

1. The report shall be printed on A-4 size white bond paper.
2. 12 pt. Times New Roman font shall be used with 1.5 line spacing for typing the report.
3. 1” margin shall be left from all the sides.
4. Considering the environmental issues, students are encouraged to print on both sides of the paper.
5. The report shall be hard bound as per the standard format of the cover page given by the Institute and shall be golden embossed.
6. The report should include a Certificate (on company’s letter head) from the company duly signed by the competent authority with the stamp.
7. The report shall be signed by the respective guide(s) & the Director of the Institute 10 (Ten) days before the viva-voce examinations.
8. Student should prepare two hard bound copies of the Summer Internship Project Report and submit one copy in the institute. The other copy of the report is to be kept by the student for their record and future references.
9. In addition to this, students should prepare two soft copies of their SIP reports & submit one each in Training & Placement Department of the Institute & Library

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

Sr. No.	Assessment Criteria	Marks
1	Summer Internship Report	50 (Fifty only)
2	Viva- voce examination	50 (Fifty only)
TOTAL MARKS		100

The examiners' panel shall be approved as per the University Guidelines.

The viva –voce shall evaluate the project based on

- i. Actual work done by the student in the organization
- ii. Student's knowledge about the company & Business Environment
- iii. Learning outcomes for the student
- iv. Utility of the study to the organization

XII. Question Paper Pattern for University Examinations

The pattern of **question paper** for the courses having University Examinations will be as follows:

Title of the Course

Day:

Total Marks: 50

Date:

Time: 02 Hours

Instructions:

- Attempt any **THREE** questions from Section I and any **TWO** questions from **SECTION II**.
- All questions carry **EQUAL** marks.
- Answers to both the Sections should be written in the **SAME** answer book.

SECTION – I		30 Marks
<i>It should contain 05 questions covering the syllabus & should test the conceptual knowledge of the students.</i>		
Question		Marks
Q.1	(10 marks)
Q.2		(10 marks)
Q.3		(10 marks)
Q.4		(10 marks)
Q.5.	Write Short Notes on ANY TWO	(10 marks)
SECTION – II		20 Marks
<i>It should contain 03 questions covering the entire syllabus & should be based on application of the Concepts</i>		
Q.6.		(10 marks)
Q.7.		(10 marks)
Q.8		(10 marks)

XIII. Structure of the Syllabus

The MBA Programme as per Semesters, Credits and Marks is as follows:

Semester	Credits	Marks Distribution
I	25	900
II	25	900
III	31	1000
IV	21	800
Total	102	3600

The detailed structure is as follows

MBA(HR) Semester I

Course Code	Semester – I	Credits	IE	UE	Total Marks
101	Management Concepts & Applications	3	50	50	100
102	Managerial Economics	3	50	50	100
103	Financial & Management Accounting	3	50	50	100
104	Organizational Behaviour	3	50	50	100
105	Statistical Techniques	3	50	50	100
106	Legal Aspects of Business	3	50	50	100
107	Business Communication	3	50	50	100
108	Data Analysis Using Advance Excel	2	100	-	100
See below	Open 1	2	100	-	100
	Total No. of Credits	25	550	350	900

Open Courses: Students can opt any one course from the following

Course Code	Open Course
109	Computers Application for Business
110	Social Media Management
111	Current Affairs

**** In addition to the above, Add On Courses having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA (HR) Semester II

Course Code	Semester II	Credits	IE	UE	Total Marks
201	Marketing Management	3	50	50	100
202	Financial Management	3	50	50	100
203	Human Resource Management	3	50	50	100
204	International Business	3	50	50	100
205	Production & Operations Management	3	50	50	100
206	Research Methodology	3	50	50	100
207	Organization Development and Change Management	3	50	50	100
208	Business Ethics and Corporate Governance	2	100	-	100
See below	Open	2	100	-	100
	Total No. Credits	25	550	350	900

Open Courses: Any one course from the following

Course Code	Open course
209	Introduction to Business Analytics
210	E-Commerce Applications
211	Managerial Skills for Effectiveness

**** In addition to the above ;Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA (HR) Semester III

Course Code	Semester – III	Credits	IE	UE	Total Marks
301	Strategic Management	3	50	50	100
302	Operations Research For Managers	3	50	50	100
303	Entrepreneurship Development and Innovation Management	3	50	50	100
HR01	Specialization I - E-(i): Human Resource Planning and Development	3	50	50	100
HR02	Specialization I - E-(ii):Labour Laws - I	3	50	50	100
See groups	Specialization II - E-(i)	3	50	50	100
	Specialization II - E-(ii)	3	50	50	100
304	**Summer Internship	6	50	50	100
305	Cross Cultural Issues & International HRM	2	100	-	100
See below	Open –	2	100	-	100
	Total No. of Credits	31	600	400	1000

*Open Courses ** : Students can opt any one course from the following*

Course Code	Open Course
306	Digital Marketing
307	Corporate Taxation
308	Negotiation Management

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

MBA (HR) Semester IV

Course Code	Semester IV	Credits	IE	UE	Total Marks
401	Project Management	3	50	50	100
HR03	Specialization I - E-(iii) Compensation and Benefits Management	3	50	50	100
HR04	Specialization I - E-(iv) Competency Mapping and Performance Management	3	50	50	100
See groups	Specialization II - E-(iii)	3	50	50	100
See groups	Specialization II - E-(iv)	3	50	50	100
402	Environment & Disaster Management	2	100	-	100
403	Labour Laws II	2	100	-	100
See below	Open	2	100	-	100
	Total No. Credits	21	550	250	800

Open Courses: Any one course from the following

Course Code	Open course
404	Introduction to Data Science
405	Artificial Intelligence for Managers
406	HR Analytics

**** In addition to the above, Add on Course having 02 (TWO) credits may be offered by the Institute on Extra fees for the course from the student.**

LIST OF SPECIALIZATION - ELECTIVES

Elective: Marketing Management :

Sem III	
Code.	Name of the Course
MK01	Consumer Behaviour
MK02	Services Marketing
Sem IV	
MK03	Sales & Distribution Management & B2B
MK04	Integrated Marketing Communication

Elective: Financial Management

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

Elective: Human Resource Management

Sem III		CORE HR	
Code.	Name of the Course	Code.	Name of the Course
HR01	Human Resource Planning and Development	HR05	Employee Relations and Labour Welfare
HR02	Labour Laws	HR06	HRD Instruments
Sem IV		Sem IV	
HR03	Compensation and Benefits Management	HR07	Negotiation and Counseling
HR04	Competency Mapping and Performance Management	HR08	HR Audit

Elective: International Business Management

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

Elective: Production & Operations Management

Sem III	
Code.	Name of the Course
PM01	Quality Management
PM02	Business Process re-engineering
Sem IV	
PM03	Logistics & Supply Chain Management
PM04	World Class Manufacturing Practices

Elective: Information Technology Management

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

Elective: Agribusiness Management

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

Elective: Retail Management

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

Elective: Project Management

Sem III	
Code.	Name of the Course
PR01	Project Risk Management
PR 02	Microsoft Project 2010
Sem IV	
PR 03	Advance Project Management
	Scanning Business Environment for Project

MBA (HR) - SEMESTER I SYLLABUS

(w.e.f. 2020_21)

Programme: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	101	Management Concepts and Applications	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives :
<ol style="list-style-type: none"> 1) To understand the basic Management Concepts and Skills. 2) To study the Principles and Functions of Management. 3) To learn the Applications of Principles of Management. 4) To familiar with the Functional areas of management. 5) To study the Leadership styles in the organization. 6) To expose to the Recent trends in management.
Learning Outcomes:
<p>On completion of this course, the students will be able to</p> <ol style="list-style-type: none"> 1) Understand the Management Concepts and Managerial Skills. 2) Focus on the Principles and Functions of Management. 3) Learn to apply the Principles of Management in practice. 4) Familiarize with the Functional areas of management. 5) Use the effective Leadership styles in the organization. 6) Recognize the Recent trends in management.

Unit	Contents	Sessions
1	Introduction to Management: Definition and meaning of Management, Characteristics of Management, Scope of Management, Scientific Management Approach by F.W. Taylor, Principles of Management by Henry Fayol, Levels of management, Managerial Skills, Functions of Management - Planning, Organizing, Staffing, Directing and Controlling. concept of "POSDCORB".	6
2	Planning: Meaning of Planning, Nature and importance of Planning, Process of Planning, Principles of Planning, Types of Plans - Single Use Plans - Repeated Use Plans, Types of Objectives, Setting Objectives, Management by Objectives (MBO), Decision making- Process of Decision making, Decision making models: classical, Administrative, Political and Vroom-Jago Model.	6
3	Organizing: Meaning of Organizing, Process of Organizing and Creation of Organization structure, Types of organizational structures - Formal and Informal, Staffing: Meaning of Staffing, Human Resource Planning - Job Analysis, Recruitment - Sources of Recruitment, Selection - Process of Selection, Placement of employees, Departmentalization - Bases of Departmentalization, Line and Staff Relationship.	7
4	Directing: Meaning of Directing, Principles of Directing, Leadership Styles, Span of Management - Determinants of Span of Management, Centralization and	8

	Decentralization, Authority, Responsibility and Accountability, Delegation of Authority - Advantages of Effective Delegation. Barriers to effective delegation- Guidelines for effective delegation- Distinctions between Delegation & Decentralization.	
5	Controlling: Importance of coordination, Meaning of Controlling, Need for effective controlling, Process of Controlling, Techniques of Controlling, Relationship between Planning and Controlling, Use of IT for Controlling, Control techniques, Zero Base Budgeting and Management audit.	7
6	Functional Departments And Sections - HR, Marketing, Production & Operations, Finance, etc. Introduction To Business Sectors: Manufacturing (Automobile, Pharmaceutical, etc), Service (IT, Telecom, Banking, Insurance, etc), Management of SMEs.	8

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Addition	Publisher Company
1 – National	S.A. Sherlekar and V.S. Sherlekar	Principles of Business Management		Himalaya Publishing House.
2 – National	Dr. T. Ramasamy	Principles and Practice of Management		Himalaya Publishing House.
3 – National	L.M. Prasad	Principles and Practice of Management.		Sultan Chand & Sons
4 – International	Koontz, Weihrich and A. RamchandraAryasri	Principles of Management		Tata McGraw-Hill.
5 – International	Peter F. Drucker	Practice of Management		Harper Business.
6 – International	Richard L. Daft	Principles of Management		Cengage Learning.
7-Lead Textbook	Pravin Durai	Principles of Management – Text	2019	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.ft.com/business-education .
2	http://www.makeinindia.com/policy/new-initiatives . https://india.gov.in/ http://pmindia.gov.in/en/ http://www.makeinindia.com/policy/new-initiatives https://mygov.in/group/digital-india www.skilldevelopment.gov.in/World%20Youth%20Skills%20Day.html

MOOCs:

Resources No	Web site address		
1	https://www.coursera.org/learn/management-fundamentals-healthcare-administrators		
Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	102	Managerial Economics	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives :**Subject / Course Objectives :**

- i) To acquaint learners with basic concepts and techniques of economic analysis and their application to managerial decision making.
- ii) To prepare the students for the use of managerial economics tools and techniques in specific business settings.
- iii) Comprehend how changes in the environment in which firms operate influence their decision-making.
- iv) To develop managerial skills for developing business strategy at the firm level.
- v) To understand recent developments in strategic thinking and how it is applied to economic decision making.
- vi) Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them.

Learning Outcomes:

- i) Understand the role of managers in firms.
- ii) Analyze the demand and supply conditions and assess the position of a company.
- iii) Estimation of production function and finding out optimal combination of input using Isoquant and Isocost.
- iv) Design competition strategies including costing, pricing and market environment according to the nature of the product and structure of market.
- v) Enable to know the importance of various sectors of the economy and their contribution towards national income.
- vi) Investigate potential output and compute output gaps and diagnose the outlook for the economy.

Unit No.	Contents	Hrs.
1	Introduction to Economics For Business -Nature and Scope of Managerial Economics, Firm and its Objectives, Theories of Firm, Role of Managerial Economics in Decision Making.	5
2	Demand Theory and supply- Demand and its Determination - Law of Demand, Types of Demand, Demand Function, Economic Concept of Elasticity (Price, Cross and Income Elasticity). Concept of Supply, Demand and Supply Equilibrium, Shift in Demand and Supply.	9
3	Theory of Production -Production function, Law of Diminishing Marginal Returns, Three stages of Production, The Long run Production function, Isoquant and Isocost curve, Importance of Production function in managerial	8

	decision making.	
4	Theory of Cost - Classification of Costs - Short Run and Long Run Cost, Cost Function, Scale Economies, Scope Economies, Dual Relationship Between Cost and Production Function, Least cost combination of input (Producer Equilibrium).	7
5	Market Structure - Introduction to different types of Market- <i>Price Determination under Perfect Competition</i> - Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium, Short-run Firm Equilibrium, Long-run Industry Equilibrium, Long-run Firm Equilibrium under Perfect Competition. <i>Pricing Under Imperfect Competition</i> - Introduction, Monopoly, Price Discrimination under Monopoly, Monopolistic Competition, Oligopoly (Kinked Curve), Game theory.	9
6	Macroeconomic markets and Integration -Product Market: Saving and Investment Function, consumption function. Aggregate demand and Aggregate supply. Fiscal Policy and Monetary Policy for uplifting the economy. Types of Business Cycle.	7
Activity	Students are required to prepare workbook (practical file) -Hands on practice towards diagrams of Demand, Supply, Markets and price determination. News from economic times –For Policy Making, Industry related and country specific. Applications of managerial economics in different firms. Comparing the GDP and other key indicators across the countries. Macroeconomic indicators and the role of fiscal policy in uplifting economy.	

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	DN Dwivedi	Managerial Economics	2015	Vikas Publishing
2 National	G.S Gupta	Managerial Economics: Micro Economic	2004	McGraw Hill
3 National	H.L.Ahuja	Managerial Economics	2017	S. Chand
4 International	D. Salvatore	Managerial Economics	2015	Oxford
5 International	R.Dornbusch, S.Fischer	Macro Economics	2018	McGraw Hill
6 International	A.Koutsoyiannis	Micro Economics	1979	Mac Millan

Online Resources:

Online Resources No	Web site address
1	www.rbi.org.in
2	www.economicshelp.org
3	www.federalreserve.gov
4	www.economist.com
5	www.bbc.com

6	International Journal of Economic policy in Emerging Economies https://www.inderscience.com/jhome.php?jcode=ijepee
7	Journal of International Economics https://www.journals.elsevier.com/journal-of-international-economics/

MOOCs:

Resources No	Web site address
1	Swayam –IIT https://swayam.gov.in/nd1_noc20_mg20/preview
2	Swayam –IIM https://swayam.gov.in/nd2_imb19_mg16/preview
3	EDX –IIM https://www.edx.org/course/introduction-to-managerial-economics-2
4	Coursera https://www.coursera.org/specializations/managerial-economics-business-analysis

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	103	Financial and Management Accounting	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives :

- i) To acquaint the learners with the fundamentals of Financial Accounting.
- ii) To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
- iii) To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)
- iv) To introduce the concepts of Cost and Management Accounting
- v) To orient the students about application of budgetary control as a technique of Management Accounting
- vi) To acquaint the students with application of Standard Costing and Marginal Costing as techniques of Management Accounting.

Learning Outcomes :

- I. Learners will able to know the fundamentals of Financial Accounting and Accounting Principles
- II. Learners will demonstrate the ability to prepare Financial Statements of a sole proprietor
- III. Learners will understand the utility and importance of International Accounting Standards and International Financial Reporting Standards (IFRS)
- IV. Learners will be familiar with concepts of Cost and management Accounting
- V. Learners will be able to apply the technique of Budgetary Control
- VI. Learners will be able to apply the technique of Standard Costing and Marginal Costing.

Name : -	Syllabus – Financial and Management Accounting	Hrs.
Unit No : 1	Introduction to Financial Accounting Financial Accounting: Definition, Objectives and Scope Accounting Concepts and Conventions, GAAP, Branches of Accounting Accounting Cycle, End Users of Financial Statements	7
Unit No : 2	Accounting Mechanics Principles of Double Entry Book-Keeping, Journal Ledger and Preparation of Trial Balance Preparation of Trading, Profit & Loss Account and Balance Sheet of a Sole Proprietor	11
Unit No : 3	Introduction to International Accounting Standards Development of international accounting Standards and financial reporting rules. Role of ICAI and Ministry of Corporate affairs in setting up Accounting Standards. Need and Advantages of International Financial Reporting Standards (IFRS) IFRS for Small and Medium Enterprises(SMEs).	5
Unit No : 4	Introduction to Cost and Management Accounting Cost Accounting: Meaning and Importance Classification of Costs, Preparation of Cost Sheet Management Accounting: Definition, Nature and Scope Distinction between Financial Accounting and Management Accounting	6

Unit No : 5	Techniques of Management Accounting (Budgetary Control) Meaning, Objectives, Advantages and Limitations of Budgetary Control Types of Budgets Preparation of Flexible Budget and Cash Budget	8
Unit No : 6	Techniques of Management Accounting (Standard Costing and Marginal Costing) Meaning of Standard Costing, Steps to implement Standard Costing Variance Analysis of Material and Labour Costs Marginal Costing – Meaning of Marginal Cost, Characteristics and Advantages of Marginal Costing, Cost-Volume-Profit Analysis – Profit/Volume ratio, Break-Even Analysis and Margin of Safety	11

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.N. Maheswari	An Introduction to Accounting	11 th edition	Vikas
2 – National	Ambarish Gupta	Financial Accounting for Management	5 th edition	Pearson
3 – National	Ashok Seghal, Deepak Seghal	Taxman's Financial Accounting	2015 edition	Taxman
4 – International	Colin Drury, Huddersfield	Cost and Management Accounting	7 th 2011	Cengage Learners
5 – International	Pauline Weetman Fin	Financial and Management Accounting – An introduction,	7 th 2015	Pearson
6 – International	Jan Williams , Sue Haka , Mark Bettner , Joseph Carcell	Financial & Managerial Accounting,	18 th edition	McGraw hill

Online Resources:

Online Resources No	Web site address
1	https://www.moneycontrol.com/
2	www.icai.org
3	https://www.ifrs.org/
4	https://icmai.in/icmai
5	https://www.rbi.org.in/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/wharton-accounting
2	https://www.classcentral.com/course/whartonaccounting-769
3	https://swayam.gov.in/nd2_cec19_cm04/preview
4	https://swayam.gov.in/nd1_noc19_mg36/preview
5	https://www.coursera.org/learn/accounting-for-managers

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	104	Organizational Behavior	
Type	Credits	Evaluation	Marks
Full Credit	3	CES-	UE:IE = 50:50=100

Course Objectives:

- i) To create Dynamic and Effective Business Professionals and Leaders.
- ii) To transform the individuals to cater to the needs of the society and contribute to Nation building
- iii) To develop entrepreneurs to register different aspects of their business under remedial individual and team behavior.
- iv) To improve Organizational Behavior by having a sound knowledge of cultural differences.

Learning Outcomes :

- i) Understand the expected individual and team behavior in business world.
- ii) The awareness of applicable leadership qualities for entrepreneurs / corporate / managers.
- iii) To develop skills and inculcate motivational concepts.
- iv) To be aware of individual, cultural difficulties of organizations and to be able to master over them.

Unit No.	Contents	Hrs.
1	Introduction to Organizational Behaviour – Definition - Evolution of the Concept of OB- Contributions to OB by major behavioural science disciplines - Challenges and Opportunities for OB managers - Models of OB study	8
2	Individual Behavior : Perception – Factors influencing perception, Process, Perception distortion- halo effect, stereotyping, projection, Attitudes and Job Satisfaction - Components of Attitude - Major Job Attitudes - Job Satisfaction, Job involvement, Organizational Commitment. Personality and Values - Personality Determinants - MBTI, Big - Five Model, Values - Formation - Types of Values, Learning- Theories of Learning – reinforcement	8
3	Motivation Concepts to applications: Concept of motivation - Definition - Theories of Motivation - Maslow's' need Theory, Herzberg's Two factor theory, McClelland, Porter and Lawler Model, ERG Theory - Theory X and Theory Y Equity Theory - Vroom's Expectancy Theory – Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, The Job Characteristics model – Work Redesign	8
4	Group Behavior: Group - Formation of Group - Classification - informal and formal groups, Group Properties - Roles, norms, status, size and	8

	cohesiveness - Group decision making – Group Shift, Group Think, Teams: team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: decision-making behaviour, dysfunctional teams, Understanding teams - creating effective teams. Conflict - Process - Conflict management	
5	Leadership: Concept of Leadership - Traits of good Leader - Difference between Leader and Manager - Theories of Leadership – Trait theory, Behavioral theory and Contingency theory, Ohio State and Michigan Studies - Blake and Mouton theory - Fielders model - Likert's model. Managers as leaders. 3D leadership model. Leadership Styles. The management Grid, Future perspectives of Leadership	8
6	The Organization System : Stress: meaning and types, burnout, causes and consequences of stress, strategies to manage stress, Workforce diversity- Diversity management strategies. Culture - Definition, Culture's function, need and importance of Cross Cultural training – Organizational Change – Forces for change, resistance to change, Managing organizational change.	8

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	Kavita Singh	Organizational Behaviour	2015, 3 rd edition	Pearson Publication
2 International	Robbins, Timothy Judge, SeemaSanghi	Organizational Behaviour	12 th edition	Stephen Pearson Prentice Hall
3 National	M N Mishra	Organizational Behaviour	2010	Vikas Publishing House Pvt. Limited
4 International	Fred Luthans	Organizational Behaviour	13th edition	Mc Grow Hill Inc
5 International	John Newstrom and Keith Davis	Organizational Behaviour	11 th edition	Tata McGraw Hill

Online Resources No	Web site address
1	www.bretlsimmons.com. ...
2	https://www.youtube.com/watch?v=JIa7vP3gyL4
3	www.positivesharing.com
4	https://www.youtube.com/watch?v=r2Xv9Am7PWQ

MOOCs:

Resources No	Web site address
1	Alisons
2	Swayam

Course : MBA CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	105	Statistical Techniques	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

- I. To introduce to the learner the importance of statistical techniques in business applications
- II. To familiarize with the basic concepts of statistical techniques.
- III. To expose to the Graphical representation of data.
- IV. To impart skills in computation and application of correlation and regression.
- V. To understand the basics of probability and testing of hypotheses

Learning Outcomes:

After learning the concepts of Statistical Techniques, students will be able to have a

- I) Develop numerical ability to solve examples on various topics and specifically formation and Testing of Hypothesis
- II) Have clear understanding of various statistical tools and their applications in Business.
- III) Analyze the importance of Statistical Techniques in different functional areas of Management.
- IV) Apply Correlation and Regression Techniques in Business applications.
- V) To apply the statistical techniques to small data sets for analysis and interpretation

Name : -	Contents	Hrs.
Unit No : 1	Introduction to Statistics: Introduction to Statistics, Importance of Statistics in modern business environment. Scope and Applications of Statistics. Advantages and limitations of Statistics. Sources of data – Primary and secondary, Universe or Population, Sample, Concept of Sampling, Advantages of Sampling, Types of Sampling. Classification, Tabulation and Presentation of Data, Requisites of a good classification, Types of classification, Methods of classification, Tabulation - Frequency and Frequency Distribution, Diagrammatic and graphic representation of Data – Bar diagrams, Pie chart, Histogram, Frequency polygon, Frequency curve, Ogive curves	8
Unit No : 2	Measures of Central Tendency and Dispersion: Statistical Averages - Arithmetic mean, Median and Mode, Positional averages - Quartiles, deciles and percentiles. Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation - Properties of standard deviation, Variance, Coefficient of Variation. Applications in business and management.	12
Unit No : 3	Correlation: Correlation, Types of Correlation, Scatter diagram, Karl	12

	Pearson's correlation coefficient, Properties of Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient. Association of attributes.	
Unit No : 4	Regression - Regression analysis, Regression lines, Regression coefficients. Business application.	10
Unit No : 5	Elementary probability concepts, Probability Distributions- Binomial, Poisson and Normal Distribution	10
Unit no 6	Introduction to Testing of Hypothesis: Null and alternate hypothesis, Significance Level, type I and Type II error, Chi – Square Test.	8

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	S.C.Gupta & Indira Gupta	Business Statistics	2016	Himalaya Publishing House
2 – National	Bhardwaj R. S.	Business Statistics	2009	Excel Books India
3 – National	R.P. Hooda	Statistics for Business and Economics	2013	Vikas Publishing House
4 – International	Richard I. Levin & David	Statistics for Management	1994	Prentice Hall
5 – International	Robert S. Witte, John S. Witte	Statistics	2014	John Wiley & Sons
6 – International	Dr. Jim McClave, Dr. Terry Sincich	Statistics for Business and Economics	2011	Pearson

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	106	Legal Aspects of Business	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:
<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> i) To create Dynamic and Effective Business Professionals ii) To transform the stake holders to cater to the needs of the society and contribute to Nation building iii) To improve decision making by having a sound knowledge of law. iv) To develop entrepreneurs to register different aspects of their business under the law.
Learning Outcomes :
<ul style="list-style-type: none"> I) To extrapolate the legal knowledge to business. II) The graduates' attributes reflect legal knowledge and understanding global Competencies. III) To demonstrate domain comprehensive knowledge. IV) To articulate with business skills. V) To inculcate the culture of abiding law. VI) To Develop a coherent approach.

Units	Contents	Hours
Unit 1	<p>- Introduction to Business laws, structure and sources of law, Law of contract- The Indian Contract Act,1872 –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts Contracts of Guarantee and indemnity, Bailment, Pledge</p>	5
Unit 2	<p>Contract of Agency – Introduction, Agent and Agency, general rules, Modes of creation of Agency, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties</p>	10
Unit 3	<p>Law of sales of Goods – Essentials of contract of sale, Goods and their classification, Sale, Agreement to Sell and Hire Purchase, Conditions and Warranties (Implied and Expressed), Unpaid seller and his rights, rights of buyer.</p>	10

	Law of Negotiable Instruments – Characteristics of Negotiable Instruments, Types of Negotiable Instruments, Classification of negotiable instruments.	
Unit 4	Consumer Protection Act -Introduction, Definitions – consumer,complaint,complainant, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers The Partnership Act, 1932 - types of partners, formation of partnership, rights and liabilities of partners.	10
Unit 5	The Company’s Act, 2013 (Amended) : Introduction and types of companies, Formation of a Company, Memorandum of Association, Articles of Association, Winding up. Arbitration and Conciliation Act, 1996 – Types of Arbitration, Alternative Dispute Resolution,Arbitration agreement, Arbitral Tribunal, Arbitral proceedings.	5
Unit 6	Information Technology Act, 2000 Amended 2018 , Definition - —Certifying Authority, Controller, Digital Signature and electronic governance, Role of certifying authorities, Functions of controller, Offences Intellectual Property Laws- Introduction and types of IPR, Whistleblower Protection Act 2014. Introduction, Definitions, Salient Features, importance of the act	5

Land mark case laws to be cited and discussed.

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	N.D. Kapoor	Mercantile Law	2019	Eastern Book Company
2 – National	Narayan	Intellectual Property Laws	2019	
3 – National	Bare Act	The Patent Act	2019	
4 –National	Bare Act	The Trademark Act	2019	
5 – International	Bare	The Negotiable Act	2019	

Online Resources:

Online Resources No	Web site address
1	https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf
2	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_43_1_trade-marks-act.pdf
3	http://legislative.gov.in/sites/default/files/A1996-26.pdf
4	http://www.ipindia.nic.in/writereaddata/Portal/IPOAct/1_31_1_patent-act-1970-11march2015.pdf
5	https://www.youtube.com/watch?v=vlk40C91HqQ

MOOCs:

Resources No	Web site address
1	Alisons

Course : MBA (HR) CBCS 2020 - w.e.f. - Year 2020 - 2021			
Semester	Course Code	Course Title	
I	107	Business Communication	
Type	Credits	Evaluation	Marks
Core	03	CES	UE:IE =50:50

Course Objectives:

- i) To familiarize the students with the process of communication, make them understand the principles and techniques of Business Communication.
- ii) To enable students to comprehend the different dimensions of Business Communication.
- iii) To enlighten about the communications strategy for managers.

Learning Outcomes:

- i) The Students should be able to communicate effectively in professional circles.
- ii) There should be a positive change in the oral and written communication skills of the students after studying the subject.
- iii) The students should be able to draft business letters, give effective presentations write formal reports and deliver speeches independently.

Unit No.	Contents	Hours
01	<u>Basic Principles of Communication:</u> Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace, Types of Communication channels, their effectiveness and limitations, Importance of Non-Verbal Communication	06
02	<u>Communication in Organizations</u> Communication needs of business organization, Strategies for improving Organizational communication, direction of flow of communication in organization, networks of flow of communication– wheel network, chain network, Y network, circle network. Feedback, types of feedback, importance of feedback Intra-organizational communication, inter-organizational communication. Inter-cultural communication – guidelines for effective communication across cultures	06
03	<u>Developing Oral Business Communication Skills:</u> Introduction, Advantages of Oral Communication, Speech Writing, Creative Writing, Public Speaking, Presentation Skills –Techniques for effective Presentations, Qualities of a skillful Presenter. Exercises for Oral Communications – Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz	06
04	<u>The Importance of Listening and Reading Skills:</u> Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context	06

	Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading.	
05	<p><u>Guidelines for Written Business Communication:</u> Introduction, General Principles of Writing, Principles of Business Writing</p> <p><u>Internal Business Communication:</u> Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices, Meetings, Notices, agenda, minutes of the meeting</p> <p>Communicating through Email, Communication with Shareholders</p> <p><u>External Business Communication – Writing Business Letters:</u> Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters (Types of business letters: office order, office circular, invitation letters, enquiry letters, trade reference letters, etc Letters from Purchase department, Letters from the Sales/Marketing Department, Accounts department, Personnel department, Letters of social significance, Tenders, Quotations and Orders, Banking Correspondence, Letters of enquiry, dealing with complaints)</p> <p>Exercises for Written Communications: Essay writing, Poster Making, Writing, an Advertisement Copy, Slogans, Captions, & preparing Press notes, Letter Of Acceptance, Letter Of Resignation</p> <p><u>Writing Business Reports:</u> Introduction, What is a Report? Types of Business Reports, Format for Business Reports, Steps in Report Preparation</p> <p><u>Employment Communication</u> – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment</p> <p>Group Discussions and Interviews: Introduction, What is a Group Discussion? Attending Job Interviews, Preparation for GD and Interviews.</p>	15
06	<p><u>Technology enabled communication</u>–role of technology, different forms of technology for communication, Telephone Etiquette, Netiquette</p> <p><u>Communication Strategy for Managers:</u> Communicating different types of messages – positive or neutral messages, negative messages, persuasive messages, effective team communication, motivational communication</p>	06

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	MeenakshiRaman,Prakash Singh	Business Communication	Oxford Higher Education
2 National	R.K.Madhukar	Business Communication	Vikas Publications
3 National	UrmilaRai, S M Rai	Business Communication	Himalaya Publications
4 International	Shirley Taylor	Communication for Business	Pearson Longman Publications

5 International	<u>Kerry Patterson, Joseph Grenny</u>	Crucial Conversations: Tools for Talking When Stakes Are High	McGraw-Hill
6 International	John V. Thill, Courtland L. Bovee	Excellence in Business Communication	Pearson Publications

Online Resources:

Resource No.	Website Address
01	https://www.freebookcentre.net/business-books-download/Business-Communication.html
02	https://open.umn.edu/opentextbooks/textbooks/business-communication-for-success
03	https://courses.lumenlearning.com/wm-businesscommunicationmgrs/

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	108	Data Analysis Using Advance – Excel	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Course Objectives:		
<ul style="list-style-type: none"> i) To train the student for using the spreadsheet package MS-Excel for business applications. To impart skills of analyzing data and presenting it using MS-Excel. 		
Learning Outcomes :		
Understand the different functions of MS Excel Use MS Excel for analysis of Data		
Unit No.	Contents	Hrs.
1	Introduction to Excel MS excel screen elements – Tool bar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g. Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.	5
2	Working with Excel Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells. Pivot Tables.	5
3	Conditional Formatting Once defined, it will automatically change the formats as per conditions user puts	5
4	Commonly used functions Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round Down, ABS, Sign, Ceiling, Floor, Trim, Value, Clean, sqrt, if, sumif	5
5	Data Viewing and Reviewing Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc	5
6	Creating and managing charts Create and modify graphs / charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyper linking Work with spark lines. Perform Look UP tables. Analysis Tool pack: Correlation, Regression	5

Reference Books:

- Albright : Data Analysis and Decision Making Using MS Excel
- Stwphen Nelson : Data Analysis For DuMmIES

3. Narayan Ash Sah:

Data Analysis Using Microsoft Excel 1/e, Excel Books

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	109	Computers Application for Business	
Type	Credits	Evaluation	Marks
Core Elective	2	CES	IE = 100

Course Objectives

- i) To impart the IT skills and Knowledge required for managers.
- ii) To help the students understand the basics of computer technology and Networking
- iii) To help the students develop the use of Tools like Microsoft Word, Microsoft Excel and Power point
- iv) To orient the students about the E-Commerce technology and its applications in Business world.
- v) To help the students understand various Information Systems implemented in organizations
- vi) To acquaint the students with various current trends and concepts of computer Technology.

Learning Outcomes:

- i) Students will be able to gain the basic knowledge of Computer Technology
- ii) Students will be able to know the basics of computer technology and Networking
- iii) Students will be able to practically use the tools like Microsoft Word, Microsoft Excel and Power point
- iv) Students will understand the E-commerce technology and its applications
- v) Students will have a greater understanding of with Information Systems implemented in organizations
- vi) Students will be familiar with new terms and trends of computer technology

Unit No.	Contents	Hrs.
1	Introduction to Computer Technology , Basic operations and connecting Devices and External Operating devices, Types of Software: (system, Utility, Applications) types of application software (content access, end user, enterprise, simulation, application suite), examples, selecting and acquiring software options for procuring the software (licensed, sold, public domain, open source, freeware, shareware), software trends and issues (mobile applications, integration of in-house and outsourced services strategy, cloud based enterprise solutions), Data Base, Data Base	6

	Management Systems	
2	Networking: Definition of Network, Types of Networks, Advantages of Networks, Internet: Definition , concept, advantages, threats, applications	6
3	Microsoft Word, Microsoft Excel, Microsoft PowerPoint : IT Skills: Lab sessions necessary Microsoft Office- Introduction and working with MS Word, Features - insert headers and footers, insert table and table options, Mail Merge.etc MS Power point- Basic introduction, features, Creating & Formatting Content Collaborating – Track, Edit, Add, Delete Comments, Merge Managing & Delivering Presentations, design a template, entering data to graph, organization chart, slide transitions, creating slide shows. MS Excel – Basic functions, Creating, Analyzing & Formatting Data & Content Collaborating – Insert, View, Edit etc. Managing Workbooks, advance functions, sensitivity analysis, Pivot tables etc.	12
4	E-COMMERCE : E-commerce : Definition, evolution, advantages. Types of E-commerce: B2B, B2C, C2C, E-governance,. Impact of E-commerce on Banking Industry. How Banking Industry has evolved post E-commerce applications.	6
5	Introduction to MIS: Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; Brief idea about knowledge management, Information Technology in Knowledge Management, Roles of people in knowledge management. Types of information systems(TPS, MIS, DSS, ESS, ES, KWS), GIS Information systems and functional areas- Transaction processing system, Human Resource systems and Marketing systems, Operations and FinancialManagement Systems.	6
6	Current trends- Integrated enterprise system (ERP, CRM, and SCM), COBIT- IT governance tool, ITIL, changing role of CIO. Concept of SMAC (Social, Mobile, Analytics and Communication), use of Social media face book, tweeter, LinkedIn etc. for general communication and business communication, social media for marketing, email and video conferencing tools for business communication, Analytical tools of data interpretation. Latest terms in computer technology: Definition and concept of Agile Development, Big Data, Business Intelligence, Cloud Computing, Content Management, Disruptive Technology, Green Technology, Artificial Intelligence, Wearable devices, Machine Learning, GUI (Graphical user Interface), XaaS (Technology as a Service such as SaaS, Analytics as a Service) ., Audio-visual communication/ meeting platforms such as Microsoft Teams, Zoom, Google Meet, social media communications for business	6

Reference Books

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Ramesh Bahl	Information Technology		Tata Macgraw Hill

		for Managers	
2 – National	Pradeep K. Sinha	Computer Fundamentals	BPB Publications
3 – National	A. K. Saini, Pradeep Kumar	Computer Application in Management	Anmol Publications
4 – International	Geoff Walsham	“Interpreting Information Systems in Organizations”	The Global Text Project , 2011, http://www.saylor.org/site/textbooks/Information%20Systems%20for%20Business%20and%20Beyond.pdf
5 – International	Henry C. Lucas	“Information Technology for Management”	McGraw-Hill/Irwin , 2009
6 – International	David T. Bourgeois	“Information Systems for Business and Beyond”	Saylor Foundation , 2014

Online Resources:

Online Resources No	Web site address
1	https://www.webopedia.com/
2	http://intronetworks.cs.luc.edu/current/ComputerNetworks.pdf
3	https://www.managementstudyguide.com/understanding-e-commerce.htm
4	https://www.sigc.edu/department/mba/studymet/ManagmentInformationSystem.pdf
5	https://www.tutorialspoint.com/management_information_system/basic_information_concepts.htm

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/browse/information-technology
2	https://www.udemy.com
3	https://alison.com

Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	110	Social Media Management	
Type	Credits	Evaluation	Marks
Core	2	CES	100

Course Objectives:

- i) To understand the concept of Social Media and its utility in marketing efforts.
- ii) To study the implementation of social media campaign.
- iii) To study the importance of social media in the promotion of a product or service.

Learning Outcomes:

- i) Effective utilization of Social Media in connecting with the target market.
- ii) Using the social media for the implementation of marketing strategies

Unit No.	Contents	Hrs.
1	Defining your target customer based on the usual demographics, age, gender, identifying your target customer's marital status, where they live, or what their hobbies are, understanding their basic needs, identifying the topics of interests by studying the customer's feedback research analysis,	2
2	Customer acquisition elements with human approach, why you'll use social media for business, and identify KPIs, Building a Community, designing a media planning strategy, use of social media for marketing strategies, four critical steps you'll need to take to stand out and learn the processes behind taking each step	4
3	Designing the metrics with which you can measure the growth based on: <ul style="list-style-type: none"> • Number of group members • Engagement on your live videos • Engagement on your daily posts • Questions your group is asking 	8
4	Increase brand awareness, use of metrics to assess brand awareness, boost engagement, customer engagement strategies based on their basic needs, targeting the customers and target strategy	4
5	Criteria of choosing the right social network to engage audience, monthly active users, utility and usage study of Twitter, facebook, Instagram, Pinterest, youtube and other social media sites, asses their pros and cons before launching your website or social media channel	2
6	Characteristics of creating content that will engage target audience, planning content calendar, designing keywords: transactional, informational, and navigational, create a content plan, building trust through consistent engagement, measure progress Concept of Influencer Marketing and Importance.	10

Project/blog or website in development of content and hosting utube channel to be designed by the students in the area of their interest
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
4 – International	Jeff Abston	Youtube Growth Hacking	2018	CreateSpace Independent Publishing Platform
5 – International	Gary Vaynerchuk	Crushing It	2018	Harper Business
6 – International	Donald Miller	Building a StoryBrand: Clarify Your Message So Customers Will Listen	2017	HarperCollins Leadership

Online Resources:

Online Resources No	Web site address
1	https://www.socialmediaexaminer.com/how-to-create-social-media-marketing-content-plan-in-7-steps/
2	https://sproutsocial.com/insights/social-media-content-strategy/
3	https://www.smartinsights.com/social-media-marketing/social-media-strategy/creating-social-media-content-strategy-plan/
4	https://blog.hootsuite.com/books-social-media-manager-read/
5	https://business.linkedin.com/marketing-solutions/success/marketing-case-studies?src=go-pa&trk=sem_lms_gaw&veh=Google_Search_APAC_IN_NB-Social_Beta_DR_English_249875649279_%2Bsocial%20%2Bmedia%20%2Bcontent_c_aud-790231220534;kwd-

MOOCs:

Resources No	Web site address
1	https://www.udemy.com/course/social-media-content-creation-101/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_1_a.EN_cc.INDIA&utm_content=deal4584&utm_term=.ag_82569850245_.ad_39802_3114490_.kw_.de_c_.dm_.pl_.ti_dsa-302692350888_.li_9061696_.pd_.&matchtype=b&gclid=CjwKCAjwguzzBRBiEiwAgU0FT4Nw0wI0EFDvWkNXjH5HJAVwbz0wGrBf-w1sPG825KK75SXokKSHWRoCmwwQAvD_BwE
2	https://www.upgrad.com/digital-marketing-and-communication-pgc-mica/?utm_source=Google&utm_medium=Search&utm_campaign=mv_dm_pgc_google_search_highintent-25-64_t1_all&utm_content=social_media_course&utm_term=%2Bsocial%20%2Bmedia%

	20%2Bcourse&gclid=CjwKCAjwguzzBRBiEiwAgU0FTwsPEZYDW61_qg_cc4F6ZtE9L3B15Z_Ldr343-RNgNUa-r-a7LdQNhoCTUgQAvD_BwE
3	https://www.coursera.org/specializations/social-media-marketing
4	https://iversity.org/en/courses/digital-and-social-media-marketing

Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
I	111	Current Affairs	
Type	Credits	Evaluation	Marks
Core	2	CES	100

Course Objectives :

- i) Apply the knowledge of management theories and practices in resolving the business problems.
- ii) Foster analytical and critical thinking abilities for data-based decision making.
- iii) Learn new technologies with ease and be productive at all times
- iv) Read, write, and contribute to Business literature
- v) Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Learning Outcomes:

- I) To enable the students to take decisions related to critical current business issues.
- II) To be able to Interpret and understand the current business issues.
- III) To analyze business current affairs.
- IV) To acquaint with the current happenings in the business.
- vi) To comprehend the current affairs and its implications on businesses at national and international level.

Unit	Contents	Sessions
1	Economy: Monetary and Fiscal Policy, Budget Analysis, Digital Economy, Insolvency and Bankruptcy Code, UBI (Universal Basic Income), Banking Sector - Bank Mergers, Private Bank Licensing, Payment Banks etc.	6
2	Financial, Judicial and Political Reforms - National Issues, Indian Economy, Ease of doing Business, Labor Laws, Enforcing of Contracts, Recent Employee Unrest in Industry	6
3	Corporate Social Responsibility, Social Schemes, Reports, Committee and Commission Sustainability – Paris Climate Agreement and Protocol, Global Calamities, Science and Technology, Green Energy etc.	6
4	Global Business Environment: Globalization and Protectionism, Trade Wars, Tariffs, Subsidies and Trade Barriers. Global Trade Treaties, RCEP, NAFTA, G20, Brexit	6
5	Article Reading and Discussion on Current Affairs: <ul style="list-style-type: none"> • Economics Times • Mint • Business Line (by Hindu) Book Reading: <ul style="list-style-type: none"> • Imagining India – Nandan Nilekani 	6

6	Students are required to prepare workbook (practical file) for assimilating data of different events. Make presentations, Study the related topic independently and analyse and relate the current decision with the issue.	
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1..National	Dr. Abdul Kalam&ArunTiwari	Wings of fire- An autobiography of APJ Abdul Kalam	1999	University Press
2. National	Mahatma Gandhi	Mahatma Gandhi Autobiography : The story of my experiments with truth.	1948	Dover Publication
3 – National	Jawaharlal Nehru	The Discovery of India by Jawaharlal Nehru	2008	Penguin
4 – International	Loren B. Belker, Gary S. Topchick	The First- Time Manager	2005	Amacom
5 – International	Bear Grylls	A Survival Guide for life – How to achieve your goals, thrive in adversity, and grow in character.	2013	July
6 – International	FransJohanson	The Medici Effect- What Elephants & Epidemics can teach us about Innovation.	2004	HBS Press
7 – International	Charles Futrell	ABC's of Selling	1989	Irwin

Online Resources:

Online Resources No	Web site address
1	https://dea.gov.in
2	https://finmin.nic.in
3	www.wto.org
4	www.commerce.nic.in
5	www.weforum.com
6	https://www.journals.elsevier.com/
7	http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Web site address
1. Economics	https://www.es.corporatefinanceinstitute.com
2. Politics	https://www.classcentral.com/course/edx-contemporary-issues-in-world-politics-11431?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018

3. Business	EDX https://www.edx.org/learn/international-business
4. Leadership	https://www.classcentral.com/course/edx-agile-leadership-principles-and-practices-11920?utm_source=mooc_report&utm_medium=web&utm_campaign=new_courses_october_2018
5. International Financial Environment	https://nptel.ac.in/courses/110105031/

MBA(HR)

SEMESTER II

SYLLABUS

(w.e.f. 2020_21)

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	201	Marketing Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

Course Objectives :

- i) To understand the core concepts of Marketing and approaches to Marketing.
- ii) To differentiate the Marketing and Selling processes.
- iii) To study the Marketing Environment and understand its influence on Marketing Decisions.
- iv) To study the concept of Segmentation, Targeting and Positioning.
- v) To understand the Marketing Mix Elements and their utility in Marketing.
- vi) To Study the concept of Marketing Research and Marketing Information Systems.

Course Outcomes:

- i) Gain a solid understanding of key marketing concepts and skills.
- ii) Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- iii) Develop the students' skills in applying the analytical perspectives on the concepts of marketing and the decisions related to segmentation, targeting and positioning, determining marketing mix etc.
- iv) Develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals.
- v) Develop strong marketing research plans and persuasively communicate your recommendations and rationale.
- vi) Discuss the scope and managerial importance of marketing research and its role in the development of marketing strategy

Unit No.	Contents	Hrs.
1	Basics of Marketing: Definition and meaning of Marketing, Core concepts of Marketing - Need, Want, Demand, Value, Exchange, Customer satisfaction & Customer delight, Differentiation between Sales and Marketing, Approaches to Marketing - Product, Production, Sales, Marketing, Societal and Relational. Marketing environment - Micro and Macro marketing environment	06
2	Definition and meaning of consumer behaviour, importance of consumer behaviour, different buying roles, buying motives and its types, buying decision making process.	5
3	Segmentation, Targeting and Positioning: Meaning, need and importance, bases for consumer market segmentation and industrial market segmentation, evaluation of identified segments and selection and evaluation of target market. Targeting strategies: Levels of market segmentation: segment marketing, niche marketing, local marketing, individual marketing. Positioning and Differentiation: meaning, concept, product, service, people and image differentiation, ways to position the product.	10
4	Marketing Mix: Concept, Seven P's of marketing mix: Product – meaning, levels of product, product mix- product line – decisions : line stretching, filling, pruning , width, length, depth. Product life cycle (PLC) – Concept, stages in PLC, characteristics and strategies for each stage of PLC. New product development process, Brand – Concept, Brand Creation Price – meaning, objectives of pricing, pricing approaches- cost based, competition based, and market based, pricing strategies- skimming pricing, penetrative pricing, psychological or odd pricing, perceived value pricing, loss leader pricing etc. Place- Importance of distribution in marketing of products or services, Types of intermediaries, levels of channels, Channel Management Decisions- factors considered for selection and motivation of dealers and retailers, channel conflict- concept, types of channel conflict, ways to resolve channel conflicts Promotion- Elements of promotion mix: meaning of advertising- 5 Ms. of Advertising, sales promotion, personal selling, public relations, publicity, direct marketing and event marketing and sponsorship.	14
5	Marketing Research: Need and Importance of Marketing Research, Marketing Research	4

	Process, Types of Marketing Research. Marketing Information System- overview.	
6	Marketing Planning and Control:Marketing Planning Process, nature and contents of a marketing plan. Need of marketing control, Annual plan control, productivity control, efficiency control and strategic control- marketing audit.	6

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year and edition	Publisher Company
1 – National	Dr. RajanSaxena	Marketing Management	2016, Fifth edition	Tata McGraw Hill Publications
2 – National	V.S. Ramaswami and S. Namakumari	Marketing Management- Indian Context *Global Perspective	2013, fifth edition	Tata McGraw Hill Publications
3 – National	Dr. Tapan Panda	Marketing Management	2009, second edition	Excel Books India
4 – International	Philip Kotler, Garry Armstrong, PrafullaAgnihotri	Principles of Marketing	2018, seventeenth edition	Pearson Education
5 – International	Philip Kotler, Kavin Lane Keller	Marketing Management	2015, fifteenth edition	Pearson Education India
6 – International	Michael J. Etzel, Bruce J. Walker, William J. Stanton	Marketing	2005, fourteenth edition- revised	McGraw Hill Higher Education

Online Resources:

Online Resources No	Web site address
1	https://managementhelp.org
2	https://bookboon.com/en/marketing-and-law-ebooks

MOOCs:

Resources No	Web site address
1	https://alison.com/course/introduction-to-marketing-management-revised
2	https://alison.com/course/understanding-your-audience-market-segmentation
3	https://alison.com/course/marketing-management-analysing-competitors-and-customers-revised
4	https://swayam.gov.in/nd1_noc19_mg48/preview

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	202	Financial Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

- i) To introduce the fundamentals of Financial Management
- ii) To orient on the skills set required for Financial Decision Making Techniques
- iii) To orient on Financial Statement Analysis and Interpretation
- iv) To develop analytical skills which would help decision making in Business.
- v) To develop the entrepreneurial mind set

Learning Outcomes :

- i) Development of basic skill sets required for Financial Decision Making
- ii) Development of analytical skill set to understand and interpret Financial Statements
- iii) Graduates are able to improve their knowledge about functioning business, identifying potential business opportunities, involvement of business enterprises and exploring entrepreneurial opportunities (BEDK)
- iv) Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, problem solving in the functional areas, i.e. Critical thinking- Business Analysis-Problem Solving and Innovative Solutions (CBPI)
- v) Developing Social Responsiveness to contextual social issues/ problems and exploring solutions. Graduates are expected to identify problems, explore the opportunities, design the business solutions and demonstrate ethical standards in organizational decision making.(SRE)

Unit No 1	Contents	Hrs.
1	Introduction Meaning of Financial Management, Scope and Functions of Financial Management, Objectives of Financial Management Profit Vs Wealth Maximization, Finance Functions: Investment Decision, Liquidity Decision, Financing Decision and Dividend Decision, concept of Social Responsibility	7
2	Investment Decision: Capital Budgeting Decision Meaning, Importance and process of Capital Budgeting, Concept of Time Value of Money, Capital Budgeting Techniques - Problems & case studies- Accounting Rate of Return, Payback Period, Net Present Value, Profitability Index, Discounted Payback Period, Internal Rate of Return Capital Budgeting under Risk and Uncertainty Concept and Techniques	10
3	Liquidity Decision: Working Capital Management: Meaning, Need and Types of Working Capital, Components of Working Capital, Factors determining Working capital, Estimation of Working Capital, Problems and Case Studies on Estimation of Working Capital, Sources of Working Capital Financing	6
4	Financing Decision: Sources of Long Term Domestic Finance: Shares, Debentures, Retained Earnings, Capital Structure: Meaning and Principles of Capital Structure Management, Factors affecting Capital Structure, Cost of Capital: Meaning, Components, Cost of Debt, Cost of Preference Share, Cost of Equity Share, Cost of Retained Earnings, and Weighted Average Cost of	8

	Capital, Leverage: Concept and Types of Leverage	
5	Dividend Decision: Factors determining Dividend policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, and Forms of Dividend Payment: Cash Dividend, Bonus Share and Stock Split, Stock Repurchase, Dividend Policies in Practice.	4
6	Financial Statement Analysis: Meaning and Types, Techniques of Financial Statement Analysis: Common Size Statement, Comparative Statement, Trend Analysis and Ratio Analysis. (Orientation level Problems on Ratio analysis) Funds Flow Statement and Cash Flow Statement.	10

Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	SheebaKapil	Fundamentals of Financial Management		Pearson Publications
2 – National	I.M. Pandey	Financial Management		Vikas Publication
3 – National	Khan and Jain	Financial Management		TATA McGraw Hill
4- National	R.P. Rustogi	Financial Management		
4 – International	Eugene F. Brigham, Michael C. Ehrhardt	Financial Management – Theory and Practice	11th edition.	
5 – International	Jonathan Berk, Peter DeMarzo and Ashok Thampy	Financial Management		Pearson Publication
6 – International	Journal of International Financial Management And Accounting By Wiley Publication			
7– International	Journal of Business Finance And Accounting By Wiley Publication			

Online Resources:

Online Resources No	Resources Name	Web site address
1	Google Scholar	https://scholar.google.com/
2	Gutenberg	https://www.gutenberg.org/
3	Open Culture	http://www.openculture.com/free_ebooks
4	Open Library	https://openlibrary.org/

MOOCs:

Resources No	Resources Name	Web site address
1	Alison - free technology, language, science, health, humanities, business, math, marketing and lifestyle courses.	https://alison.com/
2	Khan Academy - free online courses and lessons	https://www.khanacademy.org/
3	Futurelearn	http://www.openculture.com/free_ebooks

4	SWAYAM which is a India MOOCs platform for which University Grants Commission has allowed upto 20% credit transfer facility.	https://swayam.gov.in/
5	University of Florida	www.coursera.org
6	University of London	www.cefims.as.uk
7	IIM ,Bangalore	www.edx.org

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	203	Human Resource Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

- i. To explain the significance of HRM and changing role of HRM
- ii. To explain the process of HRP, Recruitment and Selection.
- iii. To discuss the concept of training and development
- iv. To illustrate the job evaluation and wage determination concepts.
- v. To bring out the role of HR in organization's effectiveness and employee performance

Learning Outcomes :

- i. Understand and apply Human resource Management functions for effective management of organization.
- ii. Ability of designing job analysis and ability to understand various manpower forecasting techniques
- iii. Understand the techniques of recruitment, selection and interview and ability to conduct the recruitment process
- iv. Understand the training needs in the organization and ability to design suitable training plan
- v. Understand the components of wages and salary and factors affecting it.
- vi. Ability to analyze issues related to performance appraisal, career planning and rewards management.

Unit No.	Contents	Hrs.
1	Introduction to HRM : Definition, Nature and Scope of HRM, Evolution of HRM, Challenges of HRM, HR Profession and HR Department, Functions of HRM, Global perspective of HRM	06
2	Human Resource Planning: HRP, Demand and Supply forecasting, factors Affecting HRP, Job analysis and Job Design, Recruitment and Selection – Recruitment Process, Sources and Methods of Recruitment, Steps in selection.	08
3	Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development	09
4	Wages and salary Management Job Evaluation-Process and methods. Wage Determination, Types of Wages, Salary Structure, Fringe benefits, Executive Compensation, Understanding Stock Options and designing incentive plans	10
5	Performance Appraisal: Need and Importance of Performance Appraisal ,Performance Appraisal	07

	Process, Methods of Performance Appraisal	
6	Overview of Employee Relations Management- Meaning and importance of Employee Relations Management, Employee Relation Management Tools, Issues in Employee Relation Management, People Analytics	05

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	. SeemaSanghi	Human Resource Management	2011	Macmilan Publication,
2 – National	V.S.P. Rao	Human Resource Management	2006	Excel Books
3 – National	. K. Ashwathappa	Human Resource Management	2007	Tata McGraw--Hill
4 – International	Gary Dessler, BijuVarkey	Human Resource Management	2016	Pearson Publication, 12 th Edition
5 – International	Ronald J. Burke Cary L Cooper	Reinventing Human resources Management: Challenges and new Directions	2005	Routledge Place of Publishing London

Online Resources:

Online Resources No	Web site address
1	https://hbsp.harvard.edu/cases/
2	https://open.umn.edu/opentextbooks/textbooks/human-resource-management
3	https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm
4	https://www.citehr.com/
5	https://www.hr-guide.com/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://swayam.gov.in/nd1_noc20_mg15/preview
3	https://alison.com/course/introduction-to-modern-human-resource-management
4	https://www.classcentral.com/course/managing-human-resources-5462
5	https://swayam.gov.in/nd1_noc20_mg15/preview

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	204	International Business	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

- vii) To prepare the students thoroughly with the domain knowledge and global issues of International business.
- viii) To discuss the reason of entering into International business through various trade theories propounded by economist and practical aspects.
- ix) To demonstrate through trade data analytics as to what to export and where to export from India.
- x) To discuss the role and functions of International organizations and trade organisation that is IMF, World Bank and WTO.
- xi) To familiarize the students with the key trade blocks such as NAFTA, EU etc.
- xii) To demonstrate the role of exchange rates in global markets.

Learning Outcomes :

- V) To enable the students to take decisions related to global issues and policies.
- VI) To be able to Interpret Foreign trade policy and avail incentives offered under various schemes.
- VII) To analyze the trade data for decision making as to what to export and where to export.
- VIII) To recall the role and functions of Global Institutions IMF, WTO and World Bank.
- IX) To acquaint with the trade blocks SAARC, NAFTA, EU etc.
- X) To comprehend the exchange rates practically and its implications on trade.

Unit No.	Contents	Hrs.
1	Introduction of International Business and Entry Strategies- Definition of International Business, Nature and Scope of International Business, Domestic Trade versus International Trade, Forms of Countertrade. Market Entry Strategies – Exporting, Importing, Joint venture, Franchising, Merger and acquisition.	6
2	Globalization and Cultural Issues - Definition of Globalization, Globalization of Markets, Pros and cons of Globalisation, Drivers of Globalization , Cultural environment in International Business (Hofstede Theory – Application in trade). Ease of Doing Business (Parameters given by world bank) in India and across BRICS.	6
3	Trade Theories, Trade Policy, Trade Analytics - Trade theories – Mercantilism, Absolute Advantage, Revealed Comparative Advantage, H.O Theory and Porters Diamond Model. International Trade Classification and Harmonized System (HS), Current Foreign Trade Policy in force (General Provisions), Incentives offered under FTP (Ch-3 and Ch-4 of Foreign Trade Policy). Trade Map Analytics and calculation of RCA, TII for various products, Ease of Doing Business.	10
4	Balance of Payment and FEMA Act - Components of BOP (Current and Capital Account) , Credit and Debit Entries in BOP, Differentiate between	8

	BOT and BOP , Key Provisions of FEMA Act 1999 and difference between FERA and FEMA. Country Risk Analysis and Lessons from ASIAN financial Crisis in 1997.	
5	International Financial and Trade Organizations - Role of GATT, WTO, IMF and World Bank group. Dispute settlement mechanism through WTO. Levels of trade integration. Basic conceptual note of NAFTA, SAARC and European Union. Role of BRICS.	9
6	Foreign Exchange Market and Types of exchange rates - Direct and indirect Quotes, Concept of Nostro and Vostro Account, Types of Exchange -Fixed vs. Flexible Exchange Rate (Independent and Managed Float) , Factors affecting Foreign Exchange Rate , Role, Functions and Participants of Foreign Exchange Market	6
Activity	<p>Students are required to prepare workbook (practical file) -Hands on experience on trade data analytics to find out the trade related ratios such as RCA (Revealed Comparative Analysis) and TII (Trade Intensity index). Students are advised to prepare assignment/file using HS codes given and find out the competitiveness to decide which market to enter and what products should be exported from India.</p> <p>Compare BRICS on EODB Ratings using data from world bank reports.</p> <p>Cultural differences of at least five countries by a group of students to be done. Globalisation Index to be understood in order to find out the reasons for those who are highly globalized versus those who are less globalized. Cultural differences across the countries to be explained using Hofstede theory. Key Exports from India and major markets to be studied through data analytics.</p>	

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Rakesh Mohan Joshi (IIFT)	International Business	2009	OXFORD
2 – National	V.K Bhalla	International Business	(1 December 2013)	S. Chand
3 – National	K. Aswathappa	International Business	6 th Edition 2017	McGraw Hill Education
4 – International	Donald Ball and Micheal Geringer	International Business: The Challenge of Global Competition	9 th Edition	McGraw-Hill Education
5 – International	Charles W. L. Hill	International Business: Competing in the Global Market Place	10 edition (1 July 2017)	McGraw Hill Education
6 – International	Prashant Salwan John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan (Author)	International Business, 15/e Fifteenth	Fifteenth edition (28 July 2016)	Pearson

		Edition, Kindle Edition		
7 – International	Ricky W. Griffin (Author), Michael Pustay (Author)	International Business, Global Edition	8th Edition on (May 15, 2014)	Pearson

Online Resources:

Online Resources No	Web site address
1	www.imf.org
2	www.wto.org
3	www.trademap.org
4	www.commerce.nic.in
5	www.dgft.gov.in
6	International Business Review https://www.journals.elsevier.com/international-business-review
7	Journal of International Business Studies http://www.jibs.net/
8	Open Textbook Library https://open.umn.edu/opentextbooks/textbooks/international-business

MOOCs:

Resources No	Subject	Web site address
1	International Business	https://www.openlearning.com/courses/GFMA2023/
2	International Business Environment and Global Startegy –IIMB (SushilVachani)	EDX https://www.edx.org/course/international-business-environment-and-global-stra
3	International Business	EDX https://www.edx.org/learn/international-business
4	International Business I (Coursera) Taught by - Doug E Thomas (university of New Mexico)	COURSERA https://www.coursera.org/learn/international-business
5	International Financial Environment	https://nptel.ac.in/courses/110105031/

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	205	Production and Operations Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives :

- i) To understand fundamentals of Production and Operations Management.
- ii) To develop an understanding of the strategic importance of Production and Operations Management.
- iii) To understand Production System.
- iv) To learn EOQ concept.
- v) To acquaint the students with concepts of all the functions under the Manufacturing activities by introducing the Units Maintenance Management, SCM, JIT, QA and ISO Certification etc.

Learning Outcomes :

- After learning the concepts of Production and Operations Management, students will-
- I) Understand various concepts of Production and Operations Management.
 - II) Analyze the importance of Production and Operations Management and compare various issues particular to manufacturing industry.
 - III) Classify various Production Systems.
 - IV) Develop numerical ability to solve examples on EOQ.
 - V) Describe the advantages of Maintenance Management, SCM, JIT, QA and ISO Certification.

Unit No.	Conents	Hrs.
1	Introduction to POM Nature, Scope, Importance and Functions of POM, Production Process, Difference between Production and Service operations, Responsibilities of Production Manager, Production process selection decisions, Production System, Classification of Production System.	7
2	Production Planning Control Objectives of PPC & its various functions of common and optional nature, Co-ordination of PPC with other departments. Job sequencing, Assembly Line Balancing.	6
3	Plant Location and Layout Plant Location: Meaning, Need for selecting a suitable Location, Factors affecting Plant Location Decision, Plant Layout: objectives, types of Plant Layout.	8
4	Maintenance Management Concepts, Need of maintenance, Objectives & types of maintenance.	6
5	Inventory management Concept, Importance, Classification of Inventory System, EOQ Model with numerical, Basic concept of Material Requirement Planning (MRP).	8
6	Emerging Trends in POM Supply Chain Management (SCM), Just in Time (JIT), Quality Control, Quality Assurance (QA), ISO certification, Enterprise	10

Resource Planning(ERP), Total Quality Management(TQM), TPM, Quality Circles, Services Operations
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Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	L.C.Jhamb	Production Operations Management	2009	Everest Publishing House
2 – National	Chunawala & Patel	Production and Operations Management	2009	Himalaya Publishing House
3 – National	S.N.Chary	Production and Operations Management	2004	Tata McGraw Hill Ltd.
4 – International	Everett Adams & Ronald Ebert.	Production and Operations Management	1992	Prentice Hall
5 – International	Martin Kenneth Starr	Production and Operations Management	2008	Cengage Learning
6 – International	James B. Dilworth, White	Production and Operations Management: An Overview	1993	Thomson Learning

Online Resources:

Online Resources No	Web site address
1	http://www.yourarticlelibrary.com
2	https://en.wikipedia.org
3	https://managementhelp.org
4	https://www.cleverism.com
5	https://commercemates.com

MOOCs:

Resources No	Web site address
1	www.swayam.gov.in
2	www.udemy.com
3	www.coursera.org

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	206	Research Methodology	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

- i) To introduce the role of research in business and management
- ii) To introduce the concepts of scientific research and methods of conducting scientific enquiry
- iii) To identify various sources of information for literature review and data collection.
- iv) To familiarize the learners with the key concepts in sampling techniques and instruments for data collection
- v) To develop basic understanding of conducting surveys and reporting the research
- vi) To educate on the ethical issues in conducting applied research.

Learning Outcomes :

At the end of the course the learner will

- I) Develop understanding on different applications of research for managerial decision making
- II) Explain key research and summarize the research articles and research reports
- III) Have basic awareness of data analysis-and hypothesis testing procedures
- IV) Design questionnaires and administer simple survey based projects.
- V) Describe sampling methods, measurement scales and instruments, and appropriate uses of each
- VI) Explain the rationale for research ethics

Unit No.	Contents	Hrs.
1	Introduction to Research Methodology Meaning, definition and objectives of research, motivations for research, type of research, Importance of research in managerial decision making , research in Research in functional / business areas. Qualities of a good researcher.	06
2	Research process: Steps in research process, Defining the research problem, Problem formulation and statement, Framing of hypothesis Research design: Meaning, characteristics, advantages and importance of research design. Measurement – types and errors in measurement. Development and designing of tools of data collection – Attitude measurement scales, Levels of measurement and questions of validity and reliability Designing of research projects – research proposal, Pilot surveys	08

3	<p>Sampling and Data Collection: Census and sample survey. Need and importance of sampling, probability and non-probability sampling technique. Data collection – Primary and secondary sources of data, methods of collecting primary data - interview, observation, questionnaires, schedules through enumerators, surveys. Advantages and Limitations of different methods of data collection. Use of secondary data, precautions while using secondary data.</p>	08
4	<p>Processing and Analysis of Data Meaning, importance and steps involved in processing of data. Use of statistical tools and techniques for analysis of data. Testing of Hypotheses, Basic concepts, importance of hypothesis. Procedure of testing of hypothesis. Chi-square test – Problems on Basic application of chi square test. Analysis and Interpretation of data – Interpretations of results, Concept of Univariate, Bi-variate and multivariate analysis of data</p>	10
5	<p>Reporting of research : Importance of research reports, types of reports, Format of a research report, Precautions in writing a research report.. Plagiarism and its types. References and Bibliography. Dissemination of research results. Ethical issues in conducting research.</p>	08
6	<p>Role of ICT in research Information and Computer Technology(ICT), Important characteristics, Computer Applications for research, Use of Statistical Software Packages for research</p>	06

Pedagogy- Teaching methods include readings, lectures, group discussions, exercises, and assignments and Mini Projects..

Evaluation: Assignments Presentation , Mini-project/End-Term Paper

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Kothari C R	Research Methodology – Methods & Techniques	2014	PHI Pvt Ltd New Delhi
2 – National	Uma Sekharan	Research Methods for business	2016	Oxford
3 – National	Ranjit Kumar	Research Methodology	2009	Pearson Education
4 – International	Donald Cooper and PS Schindler	Business Research Methods	2015	Tata McGraw Hill
5 – International	Neuman, W.L.	Social Research Methods – Qualitative and Quantitative	2008	Pearson
6 – International	Saunders, M., Lewis, P., &Thornhill, A.	Research Methods for Business Students	2011	Pearson

Online Resources:

Sr	Web site address
1	https://www.manaraa.com/upload/43ef7b58-5c8a-4371-8aea-699609cd2aaf.pdf
2	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf
3	https://www.methodspace.com/open-access-sage-journals-with-a-research-methods-focus/
4	https://www.researchgate.net/deref/https%3A%2F%2Fwww.amazon.com%2Fhow-research-todays-tips-tools-ebook%2Fdp%2Fb01i5jdx http://www.ala.org/tools/research/larks/researchmethods
5	https://www.intechopen.com/online-first/research-design-and-methodology
6	https://lecturenotes.in/m/21513-research-methodology-
7	http://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODOLOGY.pdf

MOOCs:

Resources No	Web site address
1	https://swayam.gov.in/nd2_ cec20_ hs17/preview
2	https://www.classcentral.com/course/researchmethods-1767
3	https://www.coursera.org/learn/research-methods
4	https://www.classcentral.com/course/swayam-introduction-to-research-5221
5	https://www.edx.org/course/introduction-to-social-research-methods
6	https://www.coursera.org/learn/qualitative-methods

Continuous Assessment in percentage = total for 50 marks)

Class participation	Quizzes/class test	Mini Project	MOOCs /assignment	MID SEM
10%	20%	40%	10	20%

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	207	Organization Development and Change Management	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives :

- To understand principles and practices of behavioural science
- to identify the organizational changes and challenges
- to know the different intervention strategies

Learning Outcomes :

On the successful completion of this course the learner will be able to;

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

Unit	Contents	Sessions
1	Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.	7
2	Implementing Change: Models and theories of planned change, System Theory, Parallel Learning Structure, Action Research, personal and organizational barriers to change, Overcoming Resistance to change	10
3	Organization Development (OD) - Introduction To Organization Development (OD) : Definition ,growth and Historical overview of OD, Growth and evolution of OD, Managing The OD Process Entering and contracting- Entering into an OD Relationship and developing a contract, Diagnosing- The Need for Diagnostic Models ,Organizational -level ,Group -level and Individual-level Diagnosis; Ethical issues in Client-Consultant relationship.	6
4	Designing Interventions: An overview of OD Interventions, Classification, Individual , Interpersonal and Team Interventions –Individual and Third - party Peace making Intervention, T-Groups, Behavioral Modeling, Life and Career Planning, Coaching and Mentoring, Transactional Analysis, TQM	10
5	Team Interventions: Importance of teams, characteristics of effective teams, types of team building –Group Diagnostic meeting, Role Analysis Technique(RAT), Role Negotiation Technique, Process consultation Approach	4

6	Organization Theory, Design & Structure : Theories of Organization structure, Survey feedback Method, Beckhardts confrontation meeting, Grid organization Development, Organization transformation, The MBO Approach to OD, Work redesign, Learning Organization, Organization Design and Work Culture	8
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Reference Books :-

Sr. No.	Name of the Author	Title of the Book
1 National	Kavitha Singh	Organisational change and Development , Excel Books NewDelhi,2010
2 National	Madhukar Shukla,	‘Understanding Organisations’ – ‘Organisational Theory & Practice in India’, Prentice Hall of India, 2005
3 National	Venkataratnam C.S., Varma, Anil	(ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi .
4. National	Pattanayak, Biswajeet and Kumar Pravash,	Change for Growth, Wheeler Publications, New Delhi
5. International	French Wendell L. , Bell Cecil H. Jr	Organization Development, Pearson Education,
6. International	Gareth R. Jones,	‘Organisational Theory’, Design & Change, Pearson Education, 2004

Online Resources:

Online Resources No	Web site address
1	

MOOCs:

Resources No	Web site address
1	Swayam
2	Coursera

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	208	Business Ethics and Corporate Governance	
Type	Credits	Evaluation	Marks
Core Elective	02	CES	IE = 100

Course Objectives:

- i) To equip the learners with the knowledge and key concepts related to Indian ethos, culture and values
- ii) To understand the reasons for ethical / unethical behaviour of individuals
- iii) To help the students understand the importance of ethical values and principles in life.
- iv) To enable students to comprehend the different dimensions of Business Ethics.
- v) To enlighten about the corporate social responsibility in the corporate business.
- i) to understand the importance of ethics and values in personal and professional life.

Learning Outcomes :

- ii) Develop a positive change in the attitude of the students towards morals, values and ethics after studying the subject.
- iii) Display responsibility towards the society while running any business or as an employee.
- iv) Apply the principles of ethics and values in personal and professional life.
- v) Use the principles of corporate governance to understand the business environment around them
- vi) Evaluate the ethical dilemmas to arrive at suitable solutions and decisions
- vii) Analyze situations involving governance issues and explore solutions for the same

Unit No.	Contents	Hours
01	Overview of Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values,, Norms, Beliefs, Morality	05
02	Spirituality and Ethics: What is Spirituality? Importance, relationship between spirituality and ethics. Influence of Major religions on ethics: Hinduism, Islam, Christianity, Buddhism, Sikhism, and Zoroastrianism. Indian culture, Ethos and Values- Role of Indian ethos in managerial practices, management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra.	6
03	Ethical Decision Making : Ethical Decision Making process. Framework for ethical decision making. Ethical Dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas, finance, Marketing, HRM, IB, and technology etc. Ethical culture in organizations, Developing code of ethics and conduct, professional ethics.	5
04	Corporate Governance: Meaning and importance of corporate governance, Difference between governance and management,	06

	purpose of good governance, key pillars of corporate governance. Stakeholders: Rights and privileges; problems and protection, Board Of Directors – Role in Governance; Role and responsibilities of auditors Whistle blowing – concept of whistle blowing, whistle blowers, policy for whistle blowing . Corporate Social Responsibility (CSR)– concept and models of CSR, CSR initiatives in India.	
05	Social, Environmental and Ethical Issues in Business: Business action that affects society (Ethical issues), Social responsibility of Business, Ethics and the Environment (pollution control and conserving depletable resources), Legal and Regulatory Issues, Sexual Harassment and Discrimination	04
06	Implementation of Business Ethics Need for organizational ethics program, Codes of Conduct, Ethics Audit and its 4 process, Corruption and Scams, Impact of Corruption on Society and Economy, Anti-Corruption Laws, Agencies such as Central Vigilance Commission(CVC) and Central Bureau of Investigation(CBI) for anti-corruption cases, Professional values for business and managerial values Case studies: Major Corporate Governance Failures : Enron (USA); World.com (USA); Vivendi (France); Satyam computer (India); Sahara (India); Kingfisher Ltd (India); etc.	04

Reference Books:

Sr. No.	Name of Author	Title of the Book	Publisher
1 National	Murthy CSV	Business Ethics	Himalaya Publishing House
2 National	Hartman L, Chatterjee A	Perspectives in Business Ethics	McGraw Hill Publishing Co. Ltd
3 National	Ananda Das Gupta	Business Ethics –An Indian Perspective	Springer Publications
4 National	Parthasarthy,	Corporate governance: Principles, mechanism, and practices	Biztantra
4 International	Velasquez Manuel G	Business Ethics	Eastern Economy Edition
5 International	Ferrell O C, Fraedrich John Paul, Ferrell Linda	Business Ethics, Ethical Decision Making and Cases	Biztantra
6 International	Boatright John	Ethics and the conduct of Business	Pearson Education
7 International	Velasquez, Manuel G	Business ethics: Concepts & cases	Pearson

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Online Resources:

Resource No.	Website Address
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01	https://www.ethicssage.com/ethics-resources.html
02	https://maag.guides.yzu.edu/businessethics/web
03	https://www.researchgate.net/publication/226607374 Business Ethics Resources on the Internet

MOOCs:

Sr. No.	Details
01	www.coursera.org
02	www.udemy.com
03	my-mooc.com

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	209	Introduction to Business Analytics	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Subject / Course Objectives :

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

Learning Outcomes :

After successful completion of this course the learner will be able to :

- i) Make sound managerial decisions aimed at furthering the business interests of the company.
- ii) Identify, analyze and understand the problems faced by the company.
- iii) Provide concrete solution to the identified business problems.

Unit No.	Contents	Hrs.
1	Introduction, What is Business Analytics, Overview of Areas where Business Analytics is applied	2
2	Visualization and Data Issues, organization of Source of Data, Importance of Data Quality, Dealing with Missing or incomplete data, data classification,	4
3	Data Mining: Introduction to Data Mining- classification, basic concepts, Data mining process, data mining tools XL MINER.	6
4	Applications of Business Analytics - Risk - Fraud Detection and Prediction, Recovery Management, Loss Risk Forecasting, Risk Profiling, Portfolio Stress Testing, Market share estimation and Sensitivity Analysis	6
5	Tableau: Extracting data into Tableau, data preparations, dimensions, transformation of variables, creating views , working with charts, exporting visualizations	7
6	CAPSTONE: A multifaceted assignment on any one of the following: Recruitment Analytics, Compensation Analytics, Talent Analytics, Training Analytics, Human Resource Retention Analytics, Workforce Analytics	5

Reference Books :-

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 National	PurbaHalady Rao	Business Analytics – an application focus	2013	PHI Learning
2 National	Tanushree Banerjee Arindam Bannerjea	Business Analytics – Text and Cases	2019	SAGE Publications
3 International	Essentials of Business Analytics	Bhimasankaram Pochiraju, Sridhar Seshadri	2018	Springer
4 International	Gert H.N. Laursen, JesperThorland	Business Analytics for Managers	2010	Wiley and SAS Business Series
5 International	Mark J. Schniederjans, Dara G. Schniederjans and Christopher M Starkey	Business Analytics- Principles, Concepts and Applications	2014	Pearson
6 International	Jay Liebowitz	Business Analytics: An Introduction	2013	CRC Press, Taylor and Francis

Online Resources:

No	Web site address
1	https://www.managementstudyguide.com/business-analytics.htm
2	https://www.academia.edu/35314419/Bernard Marr Key Business Analytics The 60 business analysis tools every manager needs to know.pdf
3	https://www.researchgate.net/publication/320685945 Understanding the Role of Business Analytics Some Applications

MOOCs:

Resources No	Web site address
1	Swayam
2	https://www.coursera.org/specializations/business-analytics
3	https://www.edx.org/course/people-management-3
4	https://www.edx.org/course/data-models-and-decisions-in-business-analytics
5	https://www.classcentral.com/course/intro-business-analytics-12295

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	210	E-Commerce Application	
Type	Credits	Evaluation	Marks
Open	2	CES	IE = 100

Subject / Course Objectives :

- vii) To enable basic concepts about E-commerce.
- viii) To study knowledge of business models
- ix) To learn need of e-commerce security.
- x) To enable knowledge about E-payment system.
- xi) To know the e-commerce Applications.
- xii) To have an overview of M-commerce.

Learning Outcomes :

- i) Basic concepts about E-commerce will be studied.
- ii) Knowledge of business models will be used.
- iii) Students will implement e-commerce security.
- iv) Better usage will be down with help of E-payment system.
- v) Where e-commerce Applications are used.
- vi) Use of M-commerce technology.

Name : -	Syllabus – <i>E-commerce Application</i>	Hrs.
Unit No : 1	Introduction to E-Commerce Brief history of e-commerce, definitions of e-commerce, technical components and their functions, e-commerce versus traditional business, requirements of e-commerce. Advantages and disadvantages of e-commerce, Value chain in e-commerce, current status of e-commerce in India.	5
Unit No : 2	Business Models for e-commerce Types of business models (B2B, B2C, C2B, C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI.	5
Unit No : 3	Types of ISP ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.	5
Unit No : 4	E-commerce Payment System Overview of Electronic payment technology, limitations of the	5

	traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit cardpayment system, smart card.	
Unit No : 5	E-Commerce Applications E-Commerce and banking, e-commerce and retailing, e-commerce and onlinepublishing, online marketing, e-advertising, e-branding.	5
Unit No : 6	Mobile Commerce Overview of M-Commerce - Wireless Application Protocol(WAP), Generations of Mobile Wireless Technology, Components of Mobile Commerce, Networking Standards for Mobiles Examples of M-Commerce, Current Status of M-Commerce in India, M-commerce applications, Mobile information Services, Mobile banking and trading.	5

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	C.S.V. Murthy	E-Commerce		Himalaya Publishing House
2 – National	P.T.Joseph	E-Commerce A Managerial Perspective		Prentice Hall of India
3 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education

Online resources ;

Online Resources No	Web site address
1	www.udemy.com

MOOCs:

Resources No	Web site address
1	Alison
2	Sayam
3	Coursera

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
II	211	Managerial Skills for Effectiveness	
Type	Credits	Evaluation	Marks
Elective	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :	
i)	To offer exposure of essential managerial skills to students and developing these skills in the students.
ii)	To emphasize the development of the skills and knowledge required for successful managerial performance.
iii)	To focus on such areas as developing self-awareness
iv)	To develop creative problem-solving, supportive communication
v)	To focus on the use of power and influence, motivation techniques
vi)	To manage conflict
Learning Outcomes:	
I)	Demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management.
II)	Demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams.
III)	Demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.
IV)	Identify and critically assess assumptions that influence decisions and actions on management, leadership, teamwork and relationship building
V)	Receive and integrate feedback on decision-making practices, conflict resolution skills, and teamwork behaviors with the support of a team-based coach
VI)	Demonstrate writing business messages and reports

Unit No.	Contents	Hrs.
I	Introduction to skills & personal skills: Importance of competent managers, skills of effective managers, developing self-awareness on the issues of emotional intelligence, self-learning styles, values, attitude	5

	towards change, learning of skills and applications of skills.	
2	Problem solving and building relationship: Problem solving, creativity, innovation, steps of analytical problem solving, limitations of analytical problem solving, impediments of creativity, multiple approaches to creativity, conceptual blocks, conceptual block bursting. Skills development and application for above areas.	5
3	Building relationship Skills for developing positive interpersonal communication, importance of supportive communication, coaching and counseling, defensiveness and disconfirmation, principles of supportive communications. Personal interview management. Skill analysis and application on above areas.	5
4	Team building: Developing teams and team work, advantages of team, leading team, team membership. Skill development and skill application.	5
5	Empowering and delegating: Meaning of empowerment, dimensions of empowerment, how to develop empowerment, inhibitors of empowerment, delegating works. Skills development and skill application on above areas.	5
6	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing	5

Evaluation and Grading:

Assignments	... 25%
Assignment on Report Writing	... 25%
Online Course	... 25%
Class Participation and Attendance	... 25%

Reference Books:

Sr. No.	Name of the Author	Title of the Book	Year /Edition	Publisher Company
1 – National	V.S.P.Rao	Managerial Skills	2010	Excel Books, New Delhi
2 – National	Bovee, Courtland L, Thill, John V. and Raina, RoshanLal	Business Communication Today	2017	Pearson Education, New Delhi
3 – National	Ramnik Kapoor	Managerial Skills		PathMakers, Bangalore
4 – International	Barun K. Mitra	Personality Development and Soft skills		Oxford University Press
5 – International	R. Alec Mackenzie	The Time Trap: The Classic book on Time Management		
6 – International	David A Whetten, Cameron	Developing Management skills	2008	Prentice Hall

Online Resources:

Online Resources No	Web site address
1	www.futurelearn.com
2	www.classcentral.com

3	www.onlinembapage.com
4	www.businessnewsdaily.com
5	www.alison.com

MOOCs:

Resources No	Web site address
1	www.mooc-list.com
2	www.mbacentral.org
3	www.my-mooc.com
4	www.accreditedschoolsonline.org