

MBA (HR) Semester IV

MBA (HR) Semester IV			
Course Code	Semester – III	Credits	
401	Project Management(Common for General and HR)	3	
402	Environment & Disaster Management(Common for General and HR)	2	
403	Labour Laws II	2	
HR03	Specialization I - E-(iii): Compensation and Benefits Management	3	
HR04	Specialization I - E-(iv): Competency Mapping and Performance Management	3	
See groups	Specialization II - E-(iii)	3	
	Specialization II - E-(iv)	3	
<i>Open Courses: Any one course from the following</i>			
404	Introduction to Data Science	2	
405	Artificial Intelligence for Managers	2	
406	HR Analytics	2	

LIST OF SPECIALIZATION - ELECTIVES

Elective: Marketing Management

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

Elective: Financial Management

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

Elective: Human Resource Management

Sem III		Sem IV	
Code	Name of the course	Code	Name of the course
HR01	Human Resource Planning and Development	HR03	Compensation and Benefits Management
HR02	Labour Laws I	HR04	Competency Mapping and Performance Management

Elective: CORE HR

Sem III		Sem IV	
Code	Name of the course	Code	Name of the course
HR05	Employee Relations and Labour Welfare	HR07	Negotiation and Counseling
HR06	HRD Instruments	HR08	HR Audit

Elective: International Business Management

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

Elective: Production & Operations Management

Sem III		Sem IV	
Code	Name of the course	Code	Name of the course
PM01	Quality Management	PM03	Logistics & Supply Chain Management
PM02	Business Process reengineering	PM04	World Class Manufacturing Practices

Elective: Information Technology Management

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

Elective: Agribusiness Management

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

Elective: Retail Management

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

Elective: Project Management

SemIII	
Code.	NameoftheCourse
PR01	Project Risk Management
PR 02	Microsoft Project 2010
SemIV	
PR 03	Advance Project Management
	Scanning Business Environment for Project

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	401	Project Management	
Type	Credits	Evaluation	Marks
Core	3	UE and IE	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ol style="list-style-type: none"> To understand the concepts of project planning and organization, budgeting and control, and project life cycles. To master several basic project scheduling techniques including WBS, CPM, PERT, GANTT CHARTS, and resource constrained scheduling. To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment. To become familiar with Microsoft Project in performing simple project management tasks. 		
Learning Outcomes :		
<ol style="list-style-type: none"> Evaluate project to develop scope of work, provide accurate cost estimation and to plan the various activities. Identify resources required for a project and to produce a work plan and resources schedule. Evaluate project for quality concept. Use of project management tools for project management. 		
Units	Syllabus – Project Management	Hrs.
Unit No : 1	Introduction, Need for Project Management, characteristics of project, Problems with projects, All parties (stakeholders) involved in project. Role of Project Manager. Project management body of knowledge (PMBOK), Project Management Knowledge Areas, Phases of project management life Cycle.	10
Unit No : 2	Organizational Structure and Organizational Issues: Introduction, Organizational Structures, Team structures, Team development process, team building process, stages in developing a high performance project team, project team pitfalls, Roles and Responsibilities of Project Leader Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management	10
Unit No : 3	Project Planning and scheduling: Introduction, Project Planning, Need of Project Planning, Project Planning Process, Work Breakdown Structure (WBS), Gantt chart, Network Planning models, formulating network model , Critical path analysis , PERT, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts	10
Unit No :	Project Risk Management: Introduction, Risk, Risk Management, Role of	10

4	Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Risk prioritization, Risk mitigation.	
Unit No : 5	Project Quality management :Introduction, Quality, Quality Concepts, Place of quality in planning, importance of it, quality measures, ISO standards, CMM standards, Quality Assurance document	10
Unit No : 6	Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Study of MS project or any other project management	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National					
2 – National					
3 – National	John M Nicholas	Project Management For Business And Technology		Prentice Hall Of India Pvt Ltd	
4 – International	Clifford F Gray, Erik W Larson	“Project Management : The Managerial Process		Tata Mcgraw - Hill Publishing Co Ltd	
5 – International	Jack Meredith, Samuel J. Mantel Jr.	Project Management - A Managerial Approach		John Wiley and Sons	
6 – International					

Online Resources:

Online Resources No	Web site address
1	https://en.wikipedia.org/wiki/Project_Management_Institute
2	https://www.projectengineer.net/the-10-pmbok-knowledge-areas/
3	https://en.wikipedia.org/wiki/Project_management
4	https://pmstudycircle.com/2012/03/stakeholders-inproject-management-definition-and-types/
5	https://opentextbc.ca/projectmanagement/chapter/chapter-8-overview-of-project-planning-project-management/

MOOCs:

Resources No	Web site address
1	Please refer these websites for MOOCs: NPTEL / Swayam
2	www.edx.com
3	www.coursera.com

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	402	Environment and Disaster Management	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> • Understand and realize the multi-disciplinary nature of the environment, its components, and inter-relationship between man and environment. • Understand the relevance and importance of the natural resources in the sustenance of life on earth and living standard. • Comprehend the importance of ecosystem, biodiversity and natural bio geo chemical cycle. 		
Learning Outcomes :		
<ul style="list-style-type: none"> • Understand the natural environment and its relationships with human activities. • Characterize and examine human affects at the environment. • Capacity to obtain, analyse, and communicate information on risks, relief needs and lessons learned from earlier disasters in order to formulate strategies for mitigation in future scenarios • Integrate facts, concepts, and methods from multiple disciplines and apply to environmental problems of disaster events at a local and global levels. • Capacity to integrate knowledge and to analyse, evaluate and manage the different public health aspects 		
Units-	Environment and Disaster Management	Hrs.
Unit No : 1	The Environment and Ecosystem: Environment and Environmental studies: Definition, concept, components and importance Ecosystem and Ecology: Structure and Function of ecosystem, Brief concept of Autecology and Synecology. Food chain, food web and ecological pyramids . Biogeochemical cycles in an ecosystems: (Carbon, Nitrogen and Phosphorous cycle) Ecological succession: Definition, types, concept and process (Hydrosere, Xerosere and Lithosere).	4
Unit No : 2	Environment as Science: Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study. Impact of Technology on the environment, Environmental Degradation, Sustainable Development, Environmental Education.	4
Unit No : 3	Biodiversity and its conservation: Definition, genetic, species and ecosystem diversity.	4

	Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values Biodiversity at global, National and local levels. India as a mega-diversity nation Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts. Endangered and endemic species of India Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.	
Unit No : 4	Definition and types of disaster: Hazards and Disasters, Risk and Vulnerability in Disasters, Natural and Man-made disasters, earthquakes, floods drought, landside, land subsidence, cyclones, volcanoes, tsunami, avalanches, global climate extremes. Man-made disasters: Terrorism, gas and radiations leaks, toxic waste disposal, oil spills, forest fires.	4
Unit No : 5	Natural Disasters: Epidemic, Cyclone, Drought, Food, Landslide, Fire and forest fire, Earthquake and Volcanoes, Tsunami. Man- made Disasters: War, Arson / Sabotage / Internal Disturbances / Riots, Nuclear Explosion /Accidents / Radioactive Leakages. Ecological disasters like Deforestation / Soil Erosion / Air / Water Pollution. CORONA,HIV / AIDS, Life Style Diseases.	4
Unit No : 6	Disaster Management: Components of Disaster Management, Government's Role in Disaster Management through Control of Information, Actors in Disaster Management, Organizing Relief measures at National and Local Level, psychological Issues, Carrying Out Rehabilitation Work, Government Response in Disaster	4

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Dr. AlokSatsangi	Environment Management and Disaster Management	2014	Green Leaf Publication	
2 – National	Gupta A.K., Niar S.S and Chatterjee S.	Disaster management and Risk Reduction, Role of Environmental Knowledge	2013	Narosa Publishing House, Delhi.	
3 – National	Dr. Ponmani	Environmental	2019	Agrobios (India)	

	S, Mrs. Bharathi VS, Dr. Balusamy A	Studies & Disaster Management			
4 – International	R. Rajagopalan	Environmental Studies	2015	Oxford University Press Publication	
5 – International	Majid Husain	Environment And Ecology: Biodiversity, Climate Change And Disaster Management	2016	Access Publishing	
6 – International	Thomas H. Tietenberg, Lynne Lewis	Environmental and Natural Resource Economics	2018	Routledge Publishing	

Online Resources:

Online Resources No	Web site address
1	environment-and-ecology-by-anil-kumar-d60361115.html
2	http://nammakpsc.com/wp/wp-content/uploads/2015/08/12.pdf
3	http://ndl.iitkgp.ac.in/document/Qm92bWdMVkJ2U1J3RjNWSDhFMWkwaGplSi9ObFJpd2VZQytMbkjZGZ3RT0
4	https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction
5	https://www.omicsonline.org/environmental-journals.php

MOOCs:

Resources No	Web site address
1	https://www.edx.org/course/natural-disasters
2	https://swayam.gov.in/
3	https://www.coursera.org/
4	https://nptel.ac.in/

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	403	Labour Laws-II	
Type	Credits	Evaluation	Marks
Core	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> i) To adopt good techniques to have healthy industrial relations ii) This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them iii) To give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available iv) To adopt good techniques to have healthy industrial relations 		
Learning Outcomes :		
<ul style="list-style-type: none"> i. Understanding various importances of industrial relations in effective business management. ii. Understanding the legislation related to industrial relations. iii. Understand various statutory provisions related with industrial relations and labour welfare. iv. Analyze issues and challenges of applying provisions as per legislations in the industry v. Familiarizing, analyzing and applying the role of labour welfare in employee motivation and satisfaction. 		
Units : -	Syllabus <i>Labour Laws-II</i>	Hrs.
Unit No : 1	INDUSTRIAL RELATIONS – An Overview Definition, Objectives, Scope in the context of changing Socio-economic, political and legal changes, Overview of Industrial Relations (IR), Perspectives/Approaches to IR, Major stakeholders of IR , Evolution of IR in India , Changing Dimensions of IR in India, Impact of globalization on IR, ILO	5
Unit No : 2	THE INDUSTRIAL DISPUTES ACT, 1947. The Industrial Disputes Act 1947 – Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act-Conciliation, Adjudication and Arbitration, Provisions relating to Lay off, Retrenchment, Closure, Strikes and Lock outs. The authorities and their provisions, power and duties, references of disputes to boards, courts or tribunals, conciliation, arbitration proceedings , unfair labour practices ,provisions related to voluntary arbitration, awards and settlement, provision relating to strikes, lockout, closures, lay-off, retrenchments, offenses and penalties, Industrial Employment (standing orders) Act 1946 - Definitions,	5

	procedure for certifications of standing orders, provisions for model standing orders, nature of misconducts, domestic enquiry	
Unit No : 3	TRADE UNION ACT,1926 Definitions, Registration of Trade union, rights of registered trade union, privileges of office bearers of trade unions, outside leadership of trade unions, dissolution, merger & amalgamation of trade unions, enforcement of the act. Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act,1926,Applicability,Registration, Recognition of Trade union	5
Unit No : 4	COLLECTIVE BARGAINING Collective Bargaining Meaning, process and theories of common, Perlman, Hoxie, Tannenbaum Concept, Essential Pre requisites for collective bargaining, Levels of Collective Bargaining Plant Level, Industry Level and National Level, The collective Bargaining Process- Advantages and disadvantages of collective bargaining, Collective Bargaining in India	5
Unit No : 5	Labour Welfare: Meaning, Theories of Labour Welfare, Welfare Provisions in The Factory Act, 1948, Statutory and non statutory welfare facilities, Duties and responsibilities of Labour Welfare Officer, The Role Of International Labour Organisation	5
Unit No : 6	THE CONTRACT LABOUR ACT Standing Orders and Grievance Procedure Object and Evolution of Standing Orders, Grievances and Procedure, Indiscipline/Misconduct, Disciplinary Action, procedure for Punishment. The Industrial Employment (Standing Orders) Act 1946. Strikes and lockout Forms of Strikes, Wage for the period of strike, strike and Punishment, Layoff retrenchment and closure, Strike and Punishment, Strike and execution of good conduct	5

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
2 – National	Punekar ,Deokar ,Sankaran	Labour Welfare ,Trade Unionism and Industrial Relations
3 – National	R.S.Dwivedi	. Managing Human Resources Industrial Relations in India
4 – International	Mamoria	Dynamics of Industrial Relations
5 – International	Dr.Avtar Singh	Introduction to Labour and Industrial Law

Online Resources:

Online Resources No	Web site address
1	https://www.ilo.org/inform/online-information-resources/research-guides/national-labour-law/lang--en/index.htm
2	https://guides.loc.gov/employment-and-labor-law/online-resources
3	https://guides.library.utoronto.ca/c.php?g=251198&p=1673409
4	https://labour.gov.in/
5	https://ec.europa.eu/social/main.jsp?catId=157

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/lecture/eu-law-doing-business/labour-law-and-social-policy-oKS5T
2	https://www.global-labour-university.org/index.php?id=468&L=952

MBA (HR) SEM IV OPEN COURSES

Programme: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	404	<i>Introduction to Data Science</i>	
Type	Credits	Evaluation	Marks
Open	2	CES	IE: 100

Course Objectives :
1. Understanding the Role of Data Science in business.
2. Understanding the basic concept of data management and data mining techniques
3. To understand the basic concept of machine learning
4. To understand the application of business analysis.
Learning Outcomes:
Upon the successful completion of this course, the student will be able to:
CO1. Understand the basics of business analysis and Data Science Knowledge (K2)
CO2. Understand data management and handling and Data Science Project Life Cycle
CO3. Understand the data mining concept and its techniques Applying (K4)

Unit	Contents	Sessions
1	Introduction: What is Data Science? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in , What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	06
2	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data.	08
3	Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment.	06
4	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association	08
5	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	06

6	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	08
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Reference Books:

Sr.No.	Name of the Author	Title of the Book	Year Edition	Publisher
1 – National	Bhimasankaram Pochiraju, SridharSeshadri,	Essentials of Business Analytics: An Introduction to the methodology and		Springer
2 – National	Andreas C. Müller, Sarah Guido, O'Reilly	Introduction to Machine Learning with Python: A	1st Edition,	
3 – National	Laura Igual Santi Seguí,	Introduction to Data Science		Springer
4 – International	Pang-Ning Tan, Michael Steinbach, Vipin Kumar,	Introduction to Data Mining,		Pearson Education
5 – International	Ger Koole, Lulu.com,	An Introduction to Business Analytics	2019	

Online Resources:

Online	Web site address
1	
2	

MOOC:

Resources No	Web site address
1	www.alison.com
2	Swayam

Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	405	Artificial Intelligence For Managers	
Type	Credits	Evaluation	Marks
OPEN Course	2	CES	IE = 100

Course Objectives:

Subject / Course Objectives:		
<ul style="list-style-type: none"> i. the fundamental technical terms and concepts around machinelearning necessary to apply these methods to building artificial intelligence systems for business. ii. Identify and describe problems that are amenable to solution by AI methods. iii. Understand key terms and components involved in machinelearning approaches iv. TO understand the use of AI in business 		
Learning Outcomes:		
<ul style="list-style-type: none"> I) Understand various AI concepts II) Solve the problems using neural networks techniques 		
Units	Syllabus – <i>Artificial Intelligence For Managers</i>	Hrs.
Unit No: 1	Artificial Intelligence: Role of AI in engineering, AI in daily life, Intelligence and Artificial Intelligence, Different task domains of AI, Programming methods, Limitations of AI Intelligent Agent: Agent, Performance Evaluation, task environment of agent, Agent classification, Agent architecture Components of AI, History of AI, Salient Points, Knowledge and Knowledge Based Systems, AI in Future, Applications. [Reference 1]	5
Unit No: 2	Problems, problem spaces and search: Define the problem as a state space search, Production systems, Problem characteristics, Production system characteristic, Issues in design of search Program Search Techniques: DFS, BFS, Hill Climbing	6
Unit No: 3	Knowledge Representation: Need to represent knowledge, Knowledge representation with mapping scheme, Properties of good knowledge-based system, Knowledge representation issues, AND-OR graph, Types of knowledge	5
Unit No: 4	Knowledge-Based Systems: Structure of an Expert System, Expert Systems in different Areas, Expert System Shells, Comparison of Expert Systems, Comparative View, Ingredients of Knowledge-Based Systems, Web-based Expert Systems. [Reference 1]	9
Unit No: 5	Natural Language Processing- need of NLP, natural Language understanding, Basic NLP techniques, Natural language generation, Applications of NLP [Reference 3]	6
Unit No: 6	AI for Management an overview, what is the value of firms in AI	5

	world, Evolving role of general managers in the age of AI, role managers in new economy, AI and leadership development of the future, AI and marketing science and sustainable profit growth, how human- computer super minds develop business strategies. [Reference 6]	
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Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	R. B. Mishra	Artificial Intelligence		IEEE PHI
2 – National	Deepak Khemani	First Course in Artificial Intelligence	2013	Mcgraw Hill Publication
3 – National	Anandita Das Bhattacharjee	Artificial Intelligence & Soft Computing for Beginners		SPD Shroff Publication
4 – International	S.Russel, P.Norvig	Artificial Intelligence: A Modern Approach	2002	Pearson Education
5 – International	E.Rich and K.Knight	Artificial Intelligence	2002	TMH
6 – International	Jordi Canals Franz Heukamp	The Future of Management in an AI World: Redefining Purpose and Strategy in the Fourth Industrial Revolution		IESE Business Collection

Online Resources:

Online Resources No	Web site address
1	https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html

2	https://www.newgenapps.com/blog/why-business-development-needs-artificial-intelligence/
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MOOCs:

Resources No	Web site address
1	https://nptel.ac.in/courses/106/106/106106126/
2	https://www.coursera.org/learn/business-implications-ai
3	https://www.edx.org/course/ai-for-leaders
4	https://www.udacity.com/course/ai-for-business-leaders--nd054

Course : MBA (G/HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	406	HR Analytics	
Type	Credits	Evaluation	Marks
OPEN Course	2	CES	IE = 100

Subject / Course Objectives:		
i. To enable the learner towards critical thinking about data for HR decisions.		
ii. Use of statistical software to manipulate and organize data.		
Learning Outcomes:		
i. able to use statistical methods for analyzing data		
ii. inferring the data for managerial decisions on HR		
Units	Syllabus – HR Analytics	Hrs.
Unit No: 1	HR Analytics – the power to predict. What is analytics, The history and evolution of analytics, Analytics and its role in HR, Hr Analytics Defined.	5
Unit No: 2	Towards Analytical Prediction The power of analysis, The model of predicament management, Measuring what is important, Human capital measurement, Implementing strategy, · From business analysis t rational analysis.	6
Unit No: 3	HCM :21 model The big picture, Value of statical analyses. Importance of Risk analysis. · Human revenue vs human capital planning	5
Unit No: 4	Data Challenges and Analytical tools. Data collection, Data sources,	9

	Analysis tools, Visualization tools, Tools for analysis.	
Unit No: 5	Data to business intelligence What is metrics, Avoiding common metrics problems, Second and third, generation metrics, Predictive analysis that yield business. Business intelligence – The ultimate goal.	6
Unit No: 6	HR Analytics what next. What do we know about tomorrow, · What analytics can deliver for your organization	5

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Tracy Smith	HR Analysis What, Why and How		
2 – National	Ramesh Soundarajan , Kuldeep Singh	Winning on HR Analytics: Leveraging Data for Competitive Advantage	2016	Sage
3 – National	Manish Gupta, Pratyush Banerjee, Jatin Pandey	Practical Applications of HR Analytics: A Step-by-Step Guide		Sage

Online Resources:

Online Resources No	Web site address
1	https://www.hrtechnologist.com/articles/hr-analytics/what-is-hr-analytics/
2	https://www.stuvia.com/doc/847125/lecture-notes-hr-analytics

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/wharton-people-analytics
2	https://www.coursera.org/learn/analytics-data-decisions

3	https://www.udemy.com/course/peopleanalytics101/
4	https://www.udemy.com/course/hr-analytics-using-excel/

SEMESTER IV SPECIALIZATION

Elective - Marketing Management: Course - Sales & Distribution Management & B2B

Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK03	<i>Sales and Distribution Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> v) To understand the Importance of Sales Management. vi) To know the Emerging Trends in Sales Management. vii) To learn the Sales Planning and Budgeting. viii) To know Sales Territories and Quotas. ix) To study Controlling of Salesforce Performance. x) To learn Logistics and Supply Chain Management. 		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> I) To know the Role and Skills of Modern Sales Managers. II) To set Sales Objectives and design the Sales Strategies. III) To learn the various Methods of Sales Forecasting. IV) To know the procedure of preparing Sales Budget. V) To learn the process for designing Sales Territories. VI) To learn the methods of setting Sales Quota. 		
Units	Syllabus – <i>Sales & Distribution Management & B2B</i>	Hrs.
Unit No: 1	<p>Introduction to Sales Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Personal Selling Objectives, Sales Process/ Personal Selling Process, Sales/ Personal Selling Strategies, Emerging Trends in Sales Management.</p>	5
Unit No: 2	<p>Sales Planning and Budgeting: Sales Planning Process, Developing Sales Forecast, Types of Sales Forecasts. Sales Forecasting Methods, Sales Budget, Purpose of Sales Budget, Methods used for Deciding Sales Expenditure Budget, Sales Budgeting Process.</p>	6
Unit No: 3	<p>Sales Territories and Quotas: Reasons for Setting or Reviewing Sales Territories, Procedure for Designing Sales Territories, Use of IT in Sales Territory Management, Territorial Coverage, Sales Quotas or Sales Targets, Objectives of Sales Quotas, Types of Sales Quotas, Methods for Setting Sales Quotas.</p>	6
Unit No: 4	<p>Sales Organization and Salesforce:</p>	6

	Sales Organization and its types, Specialization in Sales Organization, Staffing the Salesforce, Sales Training Process, Compensating the Salesforce, Motivating and Leading the Salesforce, Evaluating and Controlling the Performance of the Salesforce, Sales Analysis and Sales Audit, Ethical and Social Responsibilities of Sales Personnel.	
Unit No: 5	<p>Distribution Management: Need for Distribution Channels, Different Types of Distribution Channels, Factors influencing the Channel selection. Channel Conflict, Ways of Managing the Channel Conflict.</p> <p>Retailing: Meaning of Retailing, Retailer as a Salesman, Types of Retailers, Role of Retailer, Retailing in Rural India, E-Retailing.</p> <p>Wholesaling: Meaning of Wholesaler, Functions of Wholesalers, Types of Wholesalers, Key Tasks of Wholesalers.</p>	9
Unit No: 6	<p>Logistics and Supply Chain Management: Meaning of Logistics, Activities of Logistics, Meaning of Supply Chain Management, Factors influencing the Supply Chain, Difference between Logistics and Supply Chain Management.</p>	4

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	K. Shridhar Bhat	Sales and Distribution Management	1 st Edition 2017	Himalaya Publishing House.
2 – National	Dr. S.L. Gupta	Sales and Distribution Management Text & Cases An Indian Perspective	3 rd Edition 2018	Trinity Press
3 – National	Satish S. Uplaonkar	Sales and Distribution Management	1 st Edition 2019	Book Enclave.
4 – International	Tapan K. Panda & Sunil Sahadev	Sales and Distribution Management	2 nd Edition 2012	Oxford University Press.
5 – International	Krishna Havaladar & Vasant Cavale	Sales and Distribution	3 rd Edition	McGraw Hill Education

		Management Text & Cases	2017	
6– International	Richard Still, Edward Cundiff, Norman Govoni & Sandeep Puri	Sales and Distribution Management	6 th Edition 2017	Pearson.

Online Resources:

Online Resources No.	Web site address
1	www.marketing91.com › sales-management
2	www.researchgate.net › journal › 0885-3134 Journal
3	www.iaset.us › index.php › international-journal-of-sal.
4	https://academic-accelerator.com/Impact-factor-if › Journal
5	www.tandfonline.com › loi › rps20

MOOCs:

Resources No.	Web site address
1	www.mooc-list.com › tags › sales-management
2	https://alison.com › Business › Sales Courses
3	https://alison.com/course/diploma-in-sales-management
4	https://alison.com/course/introduction-to-sales-management
5	www.edx.org › learn › sales

Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	MK04	Integrated Marketing Communications	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

Subject / Course Objectives:		
<ul style="list-style-type: none"> i) To provide an in-depth understanding of integrated marketing communications concepts ii) To understand the importance of integrated marketing communication strategies in the contemporary market 		
Learning Outcomes:		
After studying this course the learner would be able to		
<ul style="list-style-type: none"> i) Apply the key terms, definitions, and concepts used in integrated marketing communications. ii) Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign. iii) Structure an integrated marketing communications campaign based on the application of marketing concepts, principles, and practices within an organization. iv) Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success. 		
Units	Syllabus – Integrated Marketing Communications	Hrs.
Unit No: 1	Introduction to Integrated Marketing Communications (IMC): Concept, Components of Integrated Marketing Communications (IMC) - Above the Line (ATL), Below the line (BTL) and Through The line (TTL) promotion - Push and Pull strategy	08
Unit No: 2	Advertising- Meaning, Functions & Types of Advertising- Commercial advertising, corporate advertising, surrogate advertising, social advertising, Ad appeals – rational, emotional – positive emotional,	11

	negative emotional appeal, humor, musical etc. Objections on Advertising. ASCII guidelines for the advertisers and celebrity endorsers	
Unit No: 3	Media mix: Types of media- Print, broadcast – Television and Radio, Outdoor, Transit, Social Media- Facebook ,Instagram, Twitter etc. Media mix planning and scheduling	08
Unit No: 4	Sales Promotion- Objectives of sales promotion, Trade promotion - Consumer promotion- coupons, Premiums, contests, Sweepstakes, refund and Rebate, Sampling	04
Unit No: 5	Public relation(PR), Types of PR- Publicity -Corporate Reputation, image building, crisis management, Event Sponsorship, word of mouth (WOM) Marketing, Direct Marketing	07
Unit No: 6	Integrated Marketing Communications (IMC) Promotional Tools: Product placement and Branding in films, Product placement on television, Film Based Merchandising, Sponsorships for Reality Shows & TV serials, Ambush marketing	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Chunawalla&Sethia	Foundations of Advertising	2008	Himalaya Publications
2 – National	George E. Belch, Michael A. Belch and KeyurPurani	Advertising and Promotions	2013 9 th Edition	McGraw Hill Education (India)
4 – International	Lawrence Ang	Principles of Integrated Marketing Communications	2014	Cambridge University Press

Online Resources:

Online Resources No.	Web site address
1	https://onlinelibrary.wiley.com/journal/14791838
2	https://www.tandfonline.com/doi/ful
3	www.mheducation.com/hoghered/category.10366

MOOCs:

Resources No.	Web site address
1	www. Swayam.org
2	www. Coursera.com

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM03	Corporate Finance	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ol style="list-style-type: none"> I. To orient the students regarding application of Corporate Finance II. To orient the students to understand basic concepts of Financial Planning and Liquidity Management III. To orient the students to understand the concept of Corporate Restructuring & forms of Business combination IV. To orient the concept of International Business Combination Forms and structure. 		
Learning Outcomes :		
<ol style="list-style-type: none"> I. To acquire the concept of Corporate Finance and Financial decision in terms of Planning and Liquidity Management II. To gain the knowledge of Business combination structure and various forms of corporate restructuring in Indian and International Context III. Students can able to apply common frameworks and tools related to mergers and acquisitions. IV. To acquire the knowledge of Restructuring decision while working for M&A process in organization with the help on various interaction of Cases in the Indian and International contexts. 		
UNITS	Syllabus – Corporate Finance	Hrs.
1	Corporate Finance Meaning, Nature and Scope of Corporate Finance, Changing role of Corporate Finance in global economic environment, Corporate Governance.	5
2	Financial Planning Meaning, Objectives, Characteristics of sound Financial Planning , Steps /Process involved preparation of sound Financial Plan, Factors affecting financial planning, Capitalization: Meaning, Over-Capitalization and Under capitalization-Meaning, Causes and Remedial Measures.	6

3	<p>Liquidity Management: Inventory Control Management-inventory control system , Factors determining level of Inventory, Techniques of Inventory control.</p> <p>Receivable Management</p>	7
4	<p>Corporate Restructuring Meaning , different forms , Motives and applications of corporate restructuring, forms of restructuring</p> <p>Joint venture – sell off and spin off , divestitures, meaning of LBO, MBO, governance and mode of Purchased in LBO, Key motives behind MBO, Structure of MBO.</p> <p>Demerger- Meaning of Demerger, Characteristics of demerger, Structure of Demerger, and Tax implication of demergers.</p>	12
5	<p>Mergers and Acquisition: Meaning ,Types of Mergers, motives behind the M & A, advantages and disadvantages of M & A, Process of merger integration,</p> <p>Methods of financing mergers, calculation and Significance of P/E Ratios and EPS Analysis , Market Capitalization, Analysis of Mergers & Acquisitions.</p> <p>The Legal and Regulatory framework of Mergers and Acquisition Company Act 1956 & 2013.</p> <p>Accounting for Mergers & Acquisitions Accounting methods for Mergers & Acquisition - Purchase Method and Pooling of Interest Method, Tax aspects on Mergers and Acquisitions.</p> <p>Prominent Cases of Mergers and Acquisitions - examples of M & A in the Indian and International contexts.</p>	12
6	<p>International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth.</p> <p>Impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.</p>	8

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	I.M. Pandey	Financial Management	2015	Vikas Publishing House Pvt Limited
2 – National	R.P. Rustagi, Galgotia	Financial Management - Theory, Concepts and Problems	January 2018	Taxmann's
3 – National	<u>Richard A. Brealey</u>	Principles of Corporate Finance	2007	Tata McGraw-Hill Education
4- National	Kamal Ghose Ray	Mergers, Acquisitions, Strategy and Integration	2010	Kindle Edition
5- National	Prasad Godbole	Mergers, Acquisitions and Corporate Restructuring	January 2013	Vikas Publication
6-International	A.P.Dash	Mergers & Acquisitions	Feb-2020	Dreamtech press-Wiley
7-International	William R Snow	Mergers & Acquisitions for Dummies –A willey brand	2008	John Willey&sonsInc

Online Resources:

Online Resources No	Web site address
1	https://onlinelibrary.wiley.com/ -Mergers and Acquisitions: A Step-by-Step Legal and Practical Guide, Second Edition

2	https://www.ebooks.com/ Mergers, Acquisitions and Corporate Restructuring
3	https://www.questia.com/library/economics-and- business/business/corporations/corporate-mergers-acquisitions

MOOCs:

Resources No	Web site address
1	http://ugcmoocs.inflibnet.ac.in
2	https://nptel.ac.in
3	https://swayam.gov.in
4	https://coursera.

Experts for framing Syllabus (Corporate and other University)

Sr.No	Name of the Experts & Desigination	Contact No
1	Mr.GauravKothawale Financial Analyst – BNY Mellon ,Pune	91+9225857077
2	Dr. SuyogAmrutrao Professor – Dr.BabasahebAmbedkarMarthwada University ,Sub Campus (Osmanabad)	91+ 9766350127
3.	Dr.NandaBhattad (Director -DishaAcadamay –FCA)	91+8805127099

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	FM04	International Financial Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- i) To understand the core concepts of International Finance and Domestic Finance.
- ii) To study the International Flow of Funds and International Monetary System.
- iii) To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and study the techniques of Foreign Exchange Risk Management.
- iv) The course also aims to provide students with a thorough understanding of international investment, taxation and financing decisions.
- v) To gain the conceptual clarity of the theoretical aspects of international trade and finance.
- vi) To identify the processes, risks and instruments used in the financing of international trade.

Learning Outcomes :

- i) Gain understanding of core concepts of International Finance and Domestic Finance.
- ii) Knowledge of International Flow of Funds and International Monetary System.
- iii) Analyze and understand the nature and functioning of foreign exchange markets and develop the ability to manage the foreign exchange risk.
- iv) Understanding of International Capital Budgeting and International Taxation.
- v) Knowledge of details of International Trade Settlement.
- vi) Familiarize with the mechanism of International Trade Finance.

Units	Syllabus – International Financial Management	Hrs.
Unit No : 1	Introduction: Overview, Scope and Objective of International Finance. Distinction between Domestic Finance and International Finance. Importance and Challenges of International Financial Management. Foreign Direct Investment: Concept, Cost and Benefits of Foreign Direct Investment, Concept of International Portfolio Management.	06
Unit No : 2	International Flow of Funds and International Monetary System: Concept, principles and components of Balance of Payments. International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate regime, The Current Exchange Rate arrangement.	07
Unit No : 3	Foreign Exchange Market and Foreign Exchange Risk Management: Functions and structure of Foreign Exchange Market. Major participants.	11

	Types of transactions. Foreign Exchange Exposure. Various tools and techniques of Foreign Exchange Risk Management. Foreign Exchange Rate Determination: An overview, Factors influencing Exchange Rates, Foreign Exchange Quotations, International Arbitrage, Interest Rates Parity, Purchasing Power Parity, Relationship between Inflation, Interest Rates and Exchange Rates.	
Unit No : 4	International Capital Budgeting and International Taxation: Introduction of international capital budgeting, adjusted present value model, capital budgeting from parent firm's perspective and expecting the future expected exchange rate analysis. International tax system, double taxation, double taxation avoidance agreement (DTAA), tax havens and transfer pricing.	10
Unit No : 5	International Trade Settlement: Concept, objectives and importance of International Trade, Risks involved in International Trade, Factors influencing International Trade, Settlement methods of International Trade viz. Open Account, Advance Payment, Documentary Credit, Documentary Collection, Consignment Trading.	7
Unit No : 6	International Trade Finance: Pre shipment finance, Post shipment finance, Supplier's credit, Buyer's credit, Factoring, Forfeiting, Offshore banking documentary credit mechanism, Steps involved in Letter of Credit (L.C.) mechanism along with role played by the parties to L.C.	7

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	P.G.Apte.	International Financial Management	2014	Tata Mcgraw Hill
2 – National	VyuptakeshShar an	International Financial Management	2012	Prentice Hall of India Pvt Ltd
3 – National	MadhuVij	International Financial Management	2006	Excel Books
4 – International	Eiteman David, I. Stonehill Arthur, et al.	Multinational Business Finance	2017	Pearson
5 – International	Alan C. Shaprio	International Financial Management	2016	Wiley
6 – International	Cheol S. Eun,	International Financial	2017	Tata

	Bruce G. Resnick	Management		McGraw-Hill
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Online Resources:

Online Resources No	Web site address
1	https://www.investopedia.com/
2	www.icmai.in
3	https://www.yourarticlelibrary.com
4	www.youtube.com
5	https://www.freebookcentre.net/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/global-financial-markets-instruments
2	https://www.coursera.org/specializations/global-challenges-business
3	https://nptel.ac.in/courses/110/105/110105057/
4	https://nptel.ac.in/courses/110/105/110105031/

Semester	Course Code	Course Title	
IV	HR03	<i>Negotiation and Counselling</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> xi) Understanding the role of manager as counsellor xii) comparing the techniques of counseling xiii) appraise the ethical, cultural and gender issues in counseling xiv) understanding the process for negotiation xv) comprehending the role of HR manager in negotiation xvi) improving and applying the negotiation skills 		
Learning Outcomes :		
<ul style="list-style-type: none"> I) Describe the role of counsellor II) applying the techniques of counseling III) Identify the ethical, cultural and gender issues in counseling IV) planning the negotiation meeting IV) developing the negotiation skills V) assess the role of HR manager as negotiator 		
Name : -	Syllabus : <i>Negotiation and Counselling</i>	Hrs.
Unit No : 1	Managers as Counsellors–Specific Role of HR managers in counselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons- Types of Counselling- Need for Counselling	10
Unit No : 2	Development of Counselling Skill–Internal Frame of Reference– Attention and Interest–Managing resistance and making referrals– Active listening–Problem-solving–Coaching, demonstrating and rehearsing	10
Unit No : 3	Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers	10
Unit No : 4	Significance of Negotiation skills for Managers– interpersonal skills– Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process	10
Unit No : 5	Negotiating integrative agreements—HR Manager as Negotiator – Background to Negotiation– Development of Negotiation Skill— Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation	10
Unit No : 6	Current trends, issues and practices in Negotiation in Indian Industries	10

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Richard Nelson-Jones	Basic Counselling Skills: A Helper's Manual		Sage Publications Pvt. Ltd.	
2 – National	K. Singh	Counselling Skills for Managers		Prentice-Hall	
3 – National	F. Alan	Negotiation Skills and Strategies		Universities Press	
4 – International	Michael L Spangle, Myra Warren Isenhardt	Negotiation Communication for Diverse Settings		Regis University	
5 – International	Stephen Palmer, Gladeana McMahon	Handbook of Counselling		Psychology Press	

Online Resources:

Online Resources No	Web site address
1	https://www.knowledgehut.com/tutorials/project-management/negotiation-skills
2	https://www.pon.harvard.edu/daily/negotiation-skills-daily/top-10-negotiation-skills/
3	https://www.prweb.com/releases/2006/01/prweb329478.htm

4	https://www.academia.edu/24964222/New Free Download Counseling Skills Resources download and share
5	https://www.pdfdrive.com/counseling-books.html

MOOCs:

Resources No	Web site address
1	https://www.edx.org/
2	https://www.coursera.org/
3	https://alison.com/
4	https://swayam.gov.in/nc_details/NPTEL

Semester	Course Code	Course Title	
IV	HR04	HR Audit	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> xvii) To understanding the concept and process of HR audit xviii) To study the performance of human resource department xix) To study the gap, shortcomings in implementations of policy ,procedures xx) To Implementation of HR audit for development & legal compliance 		
Learning Outcomes :		
<ul style="list-style-type: none"> i. Understanding concept and process of HR audit ii. Implementation of HR Audit to identify gap shortcomings in implementations of policy, procedures. iii. Implementation of HR audit for development & legal compliance 		
Units : -	Syllabus <i>HR Audit</i>	Hrs.
Unit No : 1	Conceptual Understanding of Human Resource Audit: Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit; Components of Human Resource Development Audit, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit	5
Unit No : 2	HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit; Human Resources Audit Structure: Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration; HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System	5
Unit No : 3	Areas for HR Audit: Introduction, Audit of HR Planning , Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance , Audit of HR Climate , Audit of Corporate Strategies; The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions,	5

	Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps	
Unit No : 4	Audit and HR Scorecard: Introduction, How to Approach a Human Resource Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard; Audit and Competency Management: Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping, Integration of Competency Based HR systems	5
Unit No : 5	The HR Audit for Legal Compliance and Safe Business Practices: Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices; HR Audits Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages	5
Unit No : 6	Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting; HRD Audit –The Indian Experience and case studies: Introduction, Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry; HR Audit Questionnaire: Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human Resource Practices, A Sample Internal Human Resource Audit Questionnaire	5

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book
1 – National	P. Subba Rao.	Personnel & Human Resource Management
2 – National	T.V.Rao	Human Resource and Audit
3 – National	T.V.Rao&UdaiPareek	Human Resource System

Online Resources:

Online Resources	Web site address

No	
1	https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/humanresourceaudits.aspx
2	https://blog.vantagecircle.com/hr-audit/
3	https://www.yourarticlelibrary.com/human-resource-development/human-resource-hr-audit-meaning-features-objectives-and-approaches/60236
4	https://www.businessmanagementideas.com/human-resource-management-2/human-resource-audit/human-resource-hr-audit-meaning-objectives-scope-process-and-advantages/19468
5	https://www.smarthrinc.com/services/hr-audit-compliance/

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/specializations/human-resource-management
2	https://www.my-mooc.com/en/categorie/human-resources

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	HR03	<i>Compensation and benefits management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :
i) To understand the concept of compensation

ii) To explain the components of labour cost. iii) To define executive compensation with various plans. iv) To discuss wage policies and concepts related to labour market v) To elaborate issues related to reward management and global compensation vi) To understand the rules for taxation and concept of tax friendly package.		
Learning Outcomes : After completion of course, student will able to i) Explain concepts related to compensation ii) Explain components of labour cost. iii) Contribute in designing executive compensation iv) Describe issues related to wage policies and labour market. v) Handle the issues related to reward management and global compensation Explain rules of taxation and design tax friendly package		
Units	Syllabus – <i>Compensation and benefits management</i>	Hrs.
Unit No : 1	Introduction: Concept, scope and importance of Compensation and Benefits Management; Factors affecting Compensation and Benefits decisions; Roles and responsibilities of Compensation and Benefit Managers	8
Unit No : 2	Labour Cost: Components of Compensation package; Bonus: Method of Determining Bonus; Fringe Benefits: concept and types; Wage Incentives: Concept, different kinds of wage incentives plans and their application; Labour Turnover: causes, implications and costs.	8
Unit No : 3	Executive Compensation: Compensation and organization Structure; Aligning compensation to organization culture; Stock Options and Stock Purchase plans; Economic value added (EVA) as an alternative to Stock based compensation; Pay for performance; Competency based pay.	7
Unit No : 4	Company Wage Policy: National Wage Policy: Objectives, Concepts; Labour Market: Concept, broad types; Wage Determination; Pay Grades, Economic Principles; External Equity: Wage Surveys.	8
Unit No : 5	Reward and Global Compensation - Total reward management process- Assessment, Design, Execution and Evaluation, Global compensation - strategies, Best practices in global compensation.	5
Unit No : 6	Taxation Aspect: Current rules of taxation of salaries; Exemption in income tax-and the rationale; Fringe benefit tax and its implication for the employers and employees; Taxation of stock options; Designing a tax friendly package. Note: Simple problems on Income Tax Calculation to be taught.	09

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
National	R.C.sharma, Sulabh Sharma	Compensation Management	2019	Sage Publishing	
National	A.P. Rao	Labour Cost Accounting and Compensation Management	2000	Everest Publishing House.	
National	B.D.Singh	Compensation & Reward Management	2007	Excel Books	
International	Michele Dennis and Thomas Roth	Effective executive compensation	2008	American management Association	

Online Resources:

Online Resources No	Web site address
1	https://www.iedunote.com/compensation-management
2	https://execcomp.org/Basics/Basic/What-Is-Executive-Compensation
3	https://theinvestorsbook.com/labour-turnover.html
4	https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/totalrewardsstrategies.aspx
5	https://www.worldatwork.org/workspan/articles/global-compensation-considerations
6	https://www.incometaxindia.gov.in/pages/tax-laws-rules.aspx

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/compensation-management
2	https://alison.com/courses/diploma-in-modern-

	human-resource-management/content/scorm/5730/module-6-compensation-and-benefits
3	https://www.classcentral.com/course/managing-employee-compensation-5510

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	HRO4	Competency Mapping and Performance Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

- To understand managerial competencies in changing business environment and the resultant challenges.
- To establish links between managerial competencies for effective work performance.
- To introduce the concept of performance management and its importance in organizations.
- To enable students, knowledge of managing performances for greater success.
- To provide information about the latest development and trends in the practices of performance management.

Learning Outcomes :

- Applied skills and knowledge that enable people to successfully perform in professional, educational, and other life contexts.
- Understand the different types of Performance Planning strategies and develop various development plans for the employees.
- Gain a practical understanding as how Performance Management plan is beneficial for the organization and also the employees.
- Recognize how Competency Mapping works and affects at different levels of the organizations.
- Appreciate the Performance Appraisal Process and gain knowledge for avoiding various rating errors.
- Identify job ready competencies and how to detect them in a probable candidate.
- Design and develop Competency Models for a particular job-role.

Units	Syllabus – Competency Mapping and Performance Management	Hrs.
Unit No : 1	Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, competency identification and its role in performance development, managerial competency in a dynamic business national and global workplace, environment, PJ Job fit Theory, PE fit Theory, Holland Theory.	10
Unit No : 2	Competency Mapping for effective HRM Development: Concept of Competency Mapping - and its scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development.	10
Unit No : 3	Introduction to Performance Management: Definition and Importance of Performance Management, contribution of competency mapping in effective performance development. Linkage of Performance Management to Other HR Processes; Aims, Purposes and Principles of Performance Management.	08
Unit No : 4	Performance Management Planning and Development: Introduction: Performance Management Planning, the Planning Process, Performance Management Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Creation of PM Document	12

Unit No : 5	Competency Appraisal and Performance Management: Need and benefits of effective appraisal system in Performancemanagement. Traditional and Modern methods of Appraisal. Identifying training needs,develop suitable training programs for competency management.	12
Unit No : 6	Management Competencies and Performance Development in Organizations: Developing a model for competency mapping and management for effective HR development for a chosen firm. Ethics and Challenges in Performance Management.	08

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Radha Sharma	360 degree Feedback, Competency Mapping and Assessment Center			
2 – National					
3 – National					
4 – International	Spencer and Spencer	Competency at Work	-	Wiley Publication	
5 – International	David D. Dubois , Deborah Jo King Stern , Linda K. Kemp	Competency –Based Human Resource Management			
6 – International	Michael Armstrong & Angela Baron	Performance Management		Jaico Publication	

Online Resources:

Online Resources No	Web site address
1	aictefreecourses@gmail.com

2	https://www.emerald.com/insight/content/doi/10.1108/09685220610648373/full/html?journalCode=i
3	https://bdigital.ufp.pt/handle/10284/357

MOOCs:

Resources No	Web site address
1	Coursera -Managing Employee Performance, www.coursera.org
2	Alission- Performance Management and strategic planning

Negotiation and Counseling
HR Audit

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IB03	International Marketing	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ol style="list-style-type: none">i. Apply the key terms, definitions, and concepts used in marketing with an international perspective.ii. Compare the value of developing global awareness vs. a local perspective in marketing.iii. Evaluate different cultural, political, and legal environments influencing international trade.iv. Distinguish the advantages and disadvantages Canadian products and services possess in international marketing in both emerging markets and mature markets.		
Learning Outcomes :		
<ol style="list-style-type: none">i. Explain the impact of global and regional influences on products and services for consumers and businesses.ii. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).iii. Develop creative international market entry strategies.iv. Understand the importance of the Internet for global business.v. Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).		
Units	<i>Syllabus: International Marketing</i>	Hrs.
Unit No : 1	International Marketing- Concept, Importance, International Marketing Research and Information System,	10
Unit No : 2	Market Analysis and Foreign Market Entry Strategies, Future of International Marketing, India's Presence in International Marketing	10
Unit No : 3	Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological	10
Unit No : 4	Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition	10
Unit No : 5	Competing in Foreign Market, Multi-country competition and Global Competition, Competitive Advantages in Foreign Market, Cross Market subsidization, Retail Structure, Global Structure.	10
Unit No : 6	Case Studies in International Retailing Management	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Swapana Pradhan- Retailing Management 2. Dravid Gilbert- Retail Marketing 3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing 4. A. J. Lamba- The Art of Retailing 5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Swapana Pradhan-	- Retailing Management			
2 – National	A. J. Lamba-	The Art of Retailing			
4 – International	Dravid Gilbert	- Retail Marketing			
5 – International	. George H, Lucas Jr., Robert P. Bush, Larry G Greshan-	Retailing			
6 – International	Barry Berman, Joel R Evans- Retail Management	A Strategic Approach			

Online Resources:

Online Resources No	Web site address
1	
2	
3	
4	
5	

MOOCs:

Resources No	Web site address
1	
2	
3	
4	

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021

Semester	Course Code	<i>Course Title</i>
IV	101	<i>Global Business Strategies</i>

Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :		
<ul style="list-style-type: none"> i) Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations. ii) Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures. iii) Awareness of the global business environment and its impacts on businesses. iv) . Practical Application: Use of excel tools in real world scenarios. 		
Learning Outcomes :		
<ul style="list-style-type: none"> i) Explain the concepts in international business with respect to foreign trade/international business ii) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects iii) Analyse the principle of international business and strategies adopted by firms to expand globally iv) . Integrate concept in international business concepts with functioning of global trade 		
Units : -	Syllabus – <i>Global Business Strategies</i>	Hrs.
Unit No : 1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy	10
Unit No : 2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result	10
Unit No : 3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership	10
Unit No : 4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	10
Unit No : 5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	10
Unit No : 6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]	
2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3.	
3 – National	Chakrawarthy B and Permutter H (1995)	Strategic Planning for Global Business			
4 – International	M Porter (1990)	Competitive Advantage of Nation)New York Free Press	
5 – International	Engelwood Cliffs,	. The Strategy Process		M J Prentice Hall	
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press	

Online Resources:

Online Resources No	Web site address
1	https://www.global-strategy.net/what-is-global-strategy/
2	https://www.researchgate.net/publication/322789850_International_Business_Strategy

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM03	<i>Logistics & Supply Chain Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

<p>Subject / Course Objectives :</p> <ul style="list-style-type: none"> i) To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM). ii) To acquire the working knowledge. iii) To understand the JIT and SCM concepts and applicability to industrial examples. iv) To know the concept of 5R in achieving Customer satisfaction/ delight. 		
<p>Learning Outcomes : After completion of this course, students will</p> <ul style="list-style-type: none"> I) Develop a sound understanding of the important role of supply chain management in today's business environment. II) Become familiar with current supply chain management trends. III) learn logistics concepts and basic activities. IV) Know the types of transportation systems. V) Know the third, fourth party logistics. 		
Units	Syllabus – Logistics & Supply Chain Management	Hrs.
Unit No : 1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain	10
Unit No : 2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.	10
Unit No : 3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R.Sourcing and pricing of logistics.	10
Unit No : 4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements	10
Unit No : 5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to	10

	information flow from customers to get the effectiveness .	
Unit No : 6	Current Trends in Logistics and SCM: Current developments/ practices- MRP, MRPII. 3PL,4PL, use of IT.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management- Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies
6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>

Online Resources:

Online Resources No	Web site address
1	www.poms.org
2	www.searchmanufacturingerp.techtarget.com
3	www.inderscience.com
4	www.logisticsmgmt.com

5	www.ionlogistics.eu

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	101	<i>Global Business Strategies</i>	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 60:40

Course Objectives:

Subject / Course Objectives :

- v) Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.
- vi) Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.
- vii) Awareness of the global business environment and its impacts on businesses.

viii) . Practical Application: Use of excel tools in real world scenarios.		
Learning Outcomes :		
v) Explain the concepts in international business with respect to foreign trade/international business vi) Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects vii) Analyse the principle of international business and strategies adopted by firms to expand globally viii) . Integrate concept in international business concepts with functioning of global trade		
Name : -	Syllabus – Business Organization and System	Hrs.
Unit No : 1	Export – Import – Strategies, Third Party Intermediaries, Cause of Ethical dilemma ‘Is demand always Export’ Technology impact on Export Strategy	10
Unit No : 2	Global Manufacturing Strategies, Global Supply Chain Management, Ethical Dilemma –supplier relations approach that yields best result	10
Unit No : 3	Control Strategies – Introduction, Planning, Organizational Structure, Location of Decision making, Control in process of Internationalization, Control Strategy Mechanisms Corporate Culture & Co-ordinating Methods, Control in special situations Acquisitions, Shared ownership	10
Unit No : 4	Role of legal structure in Control Strategies – Control or No control Constant Balancing Act	10
Unit No : 5	Collaborative Strategies – Motives for collaborative arrangements, Considerations in collaborative arrangements, Licensing/ Franchising / Contracts/ Joint Ventures/ Equity Alliances	10
Unit No : 6	Problems of Collaborative Arrangements, Collaborative Importance, Differing Objectives, Control Problems, Cultural Difference, Compatible Partners, Steps to know how Innovation breeds collaboration	10

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Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	T.K Das & Bing- Sheng Teng	A resource Based theory of Strategic Alliance		Journal of management 26, no.1 [2000:31- 61]	

2 – National	Jeffery Reur	Collaborative Strategy J		The logic of Alliances – Financial Times Oct- 4 1999- Page 12-13 3.	
3 – National	Chakrawarthy B and Permuter H (1995)	Strategic Planning for Global Business			
4 – International	M Porter (1990)	Competitive Advantage of Nation)New York Free Press	
5 – International	Engelwood Cliffs,	. The Strategy Process		M J Prentice Hall	
6 – International		The Dynamics of International Strategy		Strategy London – International Thompson Press	

Online Resources:

Online Resources No	Web site address
1	https://www.global-strategy.net/what-is-global-strategy/
2	https://www.researchgate.net/publication/322789850_International_Business_Strategy

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM03	<i>Logistics & Supply Chain Management</i>	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- i) To gain the in depth knowledge, and importance of the subject of Supply Chain Management (SCM).
- ii) To acquire the working knowledge.
- iii) To understand the JIT and SCM concepts and applicability to industrial examples.
- iv) To know the concept of 5R in achieving Customer satisfaction/ delight.

Learning Outcomes : After completion of this course, students will		
<p>I) Develop a sound understanding of the important role of supply chain management in today's business environment.</p> <p>II) Become familiar with current supply chain management trends.</p> <p>III) learn logistics concepts and basic activities.</p> <p>IV) Know the types of transportation systems.</p> <p>V) Know the third, fourth party logistics.</p>		
Name : -	Syllabus – Logistics & Supply Chain Management	Hrs.
Unit No : 1	Introduction to Logistics and SCM: Meaning, objectives, importance of various terms and concepts of SCM in relation to competitive global business. EOQ models, Customer Relationship Management and Supply Chain	10
Unit No : 2	Planning and SCM: Planning Demand & Supply chain, types of distribution network, concept of 5R in achieving Customer satisfaction/ delight. Role of agent, Distributor, Ware house, Retailer, and various types of distribution level.	10
Unit No : 3	Materials Management and Logistics: Meaning of logistics in reference to materials management, broader sense including transport selection, long term contracts for information flow & material flow to reach the supply with 5R. Sourcing and pricing of logistics.	10
Unit No : 4	Transportation Systems: Types of transportation systems & their merits/ demerits, , selection of suitable type, complexities in trans shipment, and exporting the goods, role of forwarding and clearing agents and documentation requirements	10
Unit No : 5	Integration of Logistics functions: Developments in outsourcing of Logistics-stores functions-bar coding, layout, material handling, and suitable equipments for it, overall integration of various functions of material management, stores, procurement, distribution network tuned to information flow from customers to get the effectiveness .	10
Unit No : 6	Current Trends in Logistics and SCM: Current developments/ practices- MRP, MRPII. 3PL,4PL, use of IT.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	Satish C. Ailawadi & Rakesh Singh	Logistics Management	2005	Prentice-Hall Of India Pvt. Limited
2 – National	D K Agrawal	Logistics and Supply Chain Management	2003	Macmillan Publishers India Limited,
3 – National	Janat Shah	Supply Chain Management- Text and Cases	2009	Pearson Education
4 – International	<u>Douglas Long</u>	International Logistics: Global Supply Chain Management	2003	<u>Springer US</u>
5 – International	Donald J. Bowersox & David J. Closs	Logistical Management	1996	McGraw-Hill Companies
6 – International	Donald Waters	Logistics- An Introduction to Supply Chain Management	2003	<u>Palgrave Macmillan</u>

Online Resources:

Online Resources No	Web site address
1	www.poms.org
2	www.searchmanufacturingerp.techtarget.com
3	www.inderscience.com
4	www.logisticsmgmt.com
5	www.ionlogistics.eu

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	PM04	World Class Manufacturing Practices	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- i) To gain in depth knowledge of World Class Manufacturing(WCM) systems in globally Leading Manufacturers.
- ii) To gain concept of Strategic Decisions for business, JIT, Total Employee involvement.
- iii) To get acquainted with the use of IT, ERP and MRP systems

Learning Outcomes :

- I) Demonstrate the relevance and basics of World Class Manufacturing.
- II) Understand the concepts of Business excellence, competitiveness and customization of product for manufacturing.
- III) Implementation of new technology concepts of world class manufacturing, dynamics of material flow, and Lean manufacturing.
- IV) Understand recent trends in manufacturing to meet the current and future business challenges.
- V) Compare the existing industries with WCM industries.

Units	Syllabus – World Class Manufacturing Practices	Hrs.
Unit No : 1	Introduction to World Class Manufacturing (WCM): World Class manufacturing; Concept, Imperatives for success – Technology, systems approach and change in the mindset	10
Unit No : 2	Planning for Manufacturing System: Strategic decisions in manufacturing management; choice of technology; capacity; Layout; Aggregate Planning and Master production scheduling.	10
Unit No : 3	Materials Planning: Resources planning - Materials Requirement planning (MRP). Manufacturing Resources planning (MRP-II) Enterprise Resources Planning (ERP).	10
Unit No : 4	Just in Time (JIT): Just-In-Time (JIT) - Concept, Advantages, Techniques of JIT, JIT Layout, Kanban system, JIT Purchasing.	10
Unit No : 5	World Class Manufacturing development Tools: Total employee Involvement and small group activities 5-S Concept, Total Productive Maintenance, Automation in design and manufacturing, Automated Material Handling equipment's, Product and Process Design Tools, Bar Code Systems.	10
Unit No : 6	Recent Trends in World Class Manufacturing: Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Group Technology, Six Sigma.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – National	B S Sahay K B C Saxena, Ashish Kumar	WORLD-CLASS MANUFACTURING- A STRATEGIC PERSPECTIVE	2018	Infinity press
2 – National	L.C. Jhamb	Production Operations	2014	Everest publishing

		Management		House
3 – National	S.A. Chunawalla, D.R. Patel	Production and Operations Management Systems	2018	Himalaya Publishing House
4 – International	Richard J.Schonberger,	World Class Manufacturing	1986	Schonberger & Associates
5 – International	Carlo Baroncelli&NoelaBallario (eds.)	WCOM (World Class Operations Management) : Why You Need More Than Lean	2016	Springer International Publishing
6 – International	Devistsiotis Kostas N,	Operations Management	1981	McGraw Hill

Online Resources:

Online Resources No	Web site address
1	https://www.wcm.fcagroup.com/
2	www.iso.org

MOOCs:

Resources No	Web site address
1	www.coursera.org
2	www.edx.org
3	www.openlearning.com
4	www.alison.com

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021

Semester	Course Code	Course Title	
IV	IT03	<i>RDBMS with Oracle</i>	
Type	Credits	Evaluation	Marks
Core	3	CES	UE:IE = 50:50

Course Objectives :

- v) To understand and learn how to work with an Oracle database.
- vi) To understand the Structured Query Language and be able to use it in conjunction with Oracle database.
- vii) To understand Procedural Language SQL (PL/SQL) and be able to use it in conjunction with an Oracle database.

Learning Outcomes :		
At the end of this course, student should be able to:		
i) Simple Query using sample datasets		
ii) Complex queries using SQL.		
iii) Writing PL/SQL blocks		
Units	Syllabus – <i>RDBMS with Oracle</i>	Hrs.
Unit No : 1	Introduction to oracleRDBMS: DBMS VS RDBMS, CODD's Rules, Introduction to Oracle: History, Features, Versions of oracle, introduction to oracleRDBMS, Tools of Oracle: SQL, SQL*Plus,SQLForm,SQLReports.	04
Unit No : 2	SQL and Components of SQL Defining a database in SQL, Components of SQL: DDL, DML, DCL, DQL, SQL query Rules, Data types, Keywords, Delimiters, Literals. DDL Commands – Defining a database in SQL, Creating table, changing table definition, removing table. Truncating Table. DML Commands- Inserting, updating, deleting data, DQL Commands: Select Statement with all options. Renaming table, Describe Command, Distinct Clause, Sorting Data in a Table, Creating table from a table, Inserting data from other table, Table alias, and Column alias. Data Constraints: Primary key, Foreign Key, NOT NULL, UNIQUE, CHECK constraint	09
Unit No : 3	Operators, Functions and Joins Arithmetic, Logical, Relational, Range Searching, Pattern Matching, IN & NOT IN Predicate, all, % any, exists, not exists clauses, Set Operations: Union, Union All, Minus, Intersect. Relating data through join concept. Simple join, equi join, non equi join, Self join, Outer join, Sub queries, Aggregate Functions , Numeric Functions, String Functions, Conversion functions, Date conversion functions, Date functions.	08
Unit No : 4	Database Objects Index: Creating index, simple index, composite index, unique index, dropping indexes, multiple indexes on table, using rowid to delete duplicate rows from a table, Sequence: Creating sequence, altering sequence, dropping sequence. Views: Defining, modifying, deleting views.	06
Unit No : 5	Introduction to PL/SQL programming Introduction, Advantages, PL/SQL Block, PL/SQL Execution Environment, PL/SQL Character set, Literals, Data types, Variables, Constants, Displaying User Message on screen, Conditional Control in PL/SQL, Iterative Control Structure: While Loop, For Loop, Goto	9

	Statement.	
Unit No : 6	Advanced Programming Techniques of PL/SQL Cursors: Introduction, Types of Cursors: Implicit Cursor, Explicit Cursors, Parameterized cursors, Programs on cursors, Triggers: Introduction, Use of triggers, Types of Triggers, Creating triggers, Examples on Triggers	9

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	P.S.Deshpande	SQL for oracle 9i	3 rd Edition	Dreamtech Press	
2 –International	Ivan Bayross	PL/SQL The Programming Language of Oracle 3rd Revised Edition	3 rd Edition	BPB Publication	

Online Resources:

Online Resources No	Web site address
1	https://www.w3schools.com/sql/
2	https://www.tutorialspoint.com/sql/index.htm
3	https://www.javatpoint.com/sql-tutorial

MOOCs:

Resources No	Web site address
1	https://www.coursera.org/learn/intro-sql
2	https://www.coursera.org/projects/introduction-to-relational-database-and-sql
3	https://www.coursera.org/projects/intermediate-rdb-sql

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	IT04	<i>Enterprise Business Applications</i>	
Type	Credits	Evaluation	Marks
Core Elective	03	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives: .□
i) To enable knowledge about E-commerce
ii) To enable knowledge about types of business models in E-commerce
iii) To enable knowledge about security issues of e-commerce
iv) To enable knowledge about payment systems of e-commerce.
v) To enable knowledge about various e-commerce applications.

vi) To enable knowledge about Mobile commerce		
Learning Outcomes :		
<p>I) Recognize the impact of Information and Communication technologies, especially of the Internet in business operations.</p> <p>II) Recognize the fundamental principles of e-Business and e-Commerce</p> <p>III) Use tools and services of the internet in the development of a virtual e-commerce site</p>		
Units	Syllabus – <i>Enterprise Business Applications</i>	Hrs.
Unit No : 1	Introduction: 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.	10
Unit No : 2	Types of business models (B2B, B2C, C2B, C2C) with examples. EDI – Requirement of EDI, types of EDI, advantages and disadvantages of EDI. ISP, Types of ISP, Choosing an ISP, domain name, domain name types, how to register domain name.	10
Unit No : 3	Security issues , privacy issues, basic computer security, secure transaction, security threats, risk, security tools. Hacking, viruses, denial of service attacks, malicious code, Intruders, attacking methods. Cryptography, types of cryptography, symmetric and asymmetric cryptography. Firewall, types of firewall, components of firewall. Digital signature, digital certificate, secure electronic transactions, secure socket layer.	10
Unit No : 4	E-commerce Payment System Overview of Electronic payment technology, limitations of the traditional payment system, requirements of e-payment system. B2B Electronic Payments, Third-Party Payment Processing, Electronic Payment Gateway Electronic or digital cash, properties of digital cash, how it works. Online credit card Payment system, smart card.	10
Unit No : 5	E-Commerce Applications: E-Commerce and banking, e-commerce and retailing, e-commerce and online publishing, online marketing, e-advertising, e-branding.	10
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.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	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	Kamlesh K Bajaj and Debjani Nag	E- Commerce	2005		
3 – National	Gray P. Schneider	, Electronic commerce	, 2011	International Student Edition	
4 – International	P.T.Joseph,	E-Commerce A Managerial Perspective		Prentice Hall of India	
5 – International	Kalakota and Whinston	Frontiers of Electronic Commerce		Pearson Education	
6 – International	https://www.kvimis.co.in/sites/...co.../Gary%20P.Schneider%20Electronic%20Commerce.pdf				

Online Resources:

Online Resources No	Web site address
1	https://www.shopify.com/encyclopedia/what-is-ecommerce
2	https://searchcio.techtarget.com/definition/e-commerce
3	https://www.tutorialspoint.com/e_commerce/e_commerce_payment_systems.htm
4	https://www.cloudways.com/blog/ecommerce-security-tips/
5	https://www.bigcommerce.com/blog/mobile-commerce/#why-does-mobile-commerce-matter
6	http://www.myreadingroom.co.in/notes-and-studymaterial/66-e-commerce/516-applications-of-e-commerce.html

MOOCs:

Resources No	Web site address
1	https://onlinecourses.swayam2.ac.in/cec20_mg25/preview
2	https://www.coursera.org/courses?query=e-commerce
3	https://www.udemy.com/courses/business/e-commerce
4	https://www.edx.org/learn/ecommerce
5	https://www.classcentral.com/subject/ecommerce

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021

Semester	Course Code	Course Title	
IV	AM03	<i>Use of Information Technology in Agribusiness Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- Gain a solid understanding of core concepts of ICT in agriculture, with a focus on used cases and potential impact.
- Learn about digital tools enhancing on-farm productivity.
- Understand how to empower smallholder farmers through ICT/Digital Tools in market access and financial services.
- Gain awareness of the forward-looking technologies and their scope in agriculture –

artificial intelligence, remote sensing, crowdsourcing, and big data analytics.

Learning Outcomes :

- i) Data analysis in Agribusiness
- ii) ICT in Agriculture
- iii) GIS and Remote Sensing application in Agriculture
- iv) Monitoring and Evaluation in Agriculture

Units	<i>Syllabus: Use of Information Technology in Agribusiness Management</i>	Hrs.
Unit No : 1	Introduction to Computers: Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.	10
Unit No : 2	The Software: Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System	10
Unit No : 3	Internet, Security and E-Commerce: Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities	10
Unit No : 4	Management Information Systems: Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM	10
Unit No : 5	Managing Knowledge: Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.	10
Unit No : 6	Corporate Performance Management and Business Intelligence: A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Turban, McLean, Wetherbe 2003	Information technology for Management,		John Wiley & Son	
2 – National	S. Sudalaimuthu, S. Anthony Raj. 2008, — ll,	Computer Application in Business		Himalaya Publishing House	
3 – National	Jaiswal & Mittal, (2010),	. Management Information Systems,		5Oxford University Press	
4 – International	. O'Brien, J.A. (2004	Management Information Systems: Managing IT in the Business Enterprise).. (6th edition) Prentice Hall	
5 – International	. Lucas, H. C. Jr. (2004).	4Information Technology For Management. (7th ed		New Delhi: TMH	
6 – International					

Online Resources:

Online Resources No	Web site address
1	http://ecoursesonline.iasri.res.in/mod/page/view.php?id=123663
2	https://knowledge4food.net/event/training-course-on-agribusiness-development-and-management/
3	https://cgspace.cgiar.org/bitstream/handle/10568/90119/1931_PDF.pdf
4	https://en.wikipedia.org/wiki/Information_and_communications_technology_in_agriculture

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	AM04	<i>Cooperatives Management</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

1. The objective of the course is to provide the conceptual and practical understanding of cooperative management.
2. The course will be helpful to provide the knowledge of functions, rules & regulations and the benefits of the cooperative management

Learning Outcomes :

- i) Communicate Concept and Characteristics of Cooperatives, •

ii) Explain Functional and Management aspects of Cooperatives •		
iii) Organize a cooperative institution based upon grassroots level after analyzing market condition		
Units : -	Syllabus – <i>Cooperatives Management</i>	Hrs.
Unit No : 1	Cooperation ideology-origin growth and development Principles of Agriculture Cooperation. Raifeisen and schulze concept of Agricultural Cooperatives Cooperation and other forms of Enterprise Cooperative Management- Nature and Function. Professionalized Management for Cooperatives.	10
Unit No : 2	Theory and practice of Agricultural Cooperative credit system critical study of organization and financial structure, operation and Management of selected cooperative credit institutions-Central Cooperative Banks. State Cooperative Banks. Land Dev. Banks and NABARD	10
Unit No : 3	Formation and Management in Agriculture Cooperative Socieites; Re-organization of Agricultural Credit Societies, Multipurpose cooperative Socieites; Large-Sized Cooperative Socieites, Service Cooperatives. Cooperative farming in India	10
Unit No : 4	Cooperative Processing; Management of Cooperative Sugar Factories; Cooperative Agricultural marketing; Growth and Development Problems and challenges. Cooperative Education and Training Management in India; Role of State in the progress Indian Cooperative Movement.	10
Unit No : 5	Dairy Cooperatives, Growth and Development, Problems, Measures to overcome these problems	10
Unit No : 6	Indian Cooperatives in this era of Globalisation	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	B.S. Mathur	Cooperation in India		SahityaBhawan, Agra	
2 – National	Kamat	, G.S. Cooperative Management,		HPH	
3 – National	. Bedi R.D.	Theory, History and Practical of Cooperation			
4 – International	. Fay, C.R.	Cooperation in India and			

		Abroad			
5 – International	Raj Krutia	Cooperative Farming some Critical Reflection			
6 – International	Rais Ahmad	Cooperative Development and Management Text and Cases,		Mittal Pub. House	

Online Resources:

Online Resources No	Web site address
1	http://unaab.edu.ng/wp-content/uploads/2009/12/451_AEM%20511.pdf
2	https://en.wikipedia.org/wiki/Cooperative_learning
3	
4	
5	

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R03	<i>Merchandising , Display & Advertising</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

<p>Subject / Course Objectives :</p> <ol style="list-style-type: none"> I. To familiarize the students with evolution and growth of Retailing, expectations of customers and to study the importance of retailing in present business scenario. II. Present and coordinate merchandise so that related goods are shown in a unique, desirable, and saleable manner. III. Use both written and oral English that emphasizes good organization, clarity, correct

<p>grammar which is appropriate for communication purposes in the business environment.</p> <p>IV. Understand the fundamentals of basic financial problems, and use good reason in financial decision making.</p>		
<p>Learning Outcomes :</p> <p>I. Understand the basic functions of retail store operations including store location and layout, shopping centre analysis, retail market segmentation and strategies, and the merchandising mix.</p> <p>II. Prepare and execute displays for exhibitions and promotional events using the visual dynamics of light as a design element.</p> <p>III. Prepare illustrative matter and layout for posters and advertising using graphic design principles including perspective, lettering, and logo design.</p> <p>IV. Understand basic personnel functions such as interviewing techniques, basic supervisory skills, motivation, and written and non verbal communication.</p>		
Units	<i>Syllabus: Merchandising , Display & Advertising</i>	Hrs.
Unit No : 1	Introduction: stages of merchandise, management process, Developing merchandise plan (a) Decision related to buying organization and its process, (b) Factors to be considered in the process of devising merchandise plan	10
Unit No : 2	Elements of Merchandise Management: Introduction, issues of merchandise management (a) Sales forecasting, (b) Inventory planning, (c) Logistic.	10
Unit No : 3	Implementing Merchandise Plan: Steps involved in implementing the plan, (a) Logistic – performance goal, order processing & fulfillment, transportation & warehousing, customer transaction and customer service. (b) Inventory Management – Meaning, Retailer task, inventory levels, Merchandise security, Reverse logistic, Inventory analysis.	10
Unit No : 4	Fundamentals of Merchandising: (a) Product - Merchandise strategy, Planning, Sourcing, Arranging & display, space management. (b) Pricing – objectives, pricing for markets, pricing calculations, pricing policies, pricing strategies.	10
Unit No : 5	Promoting the Store: Elements of promotion, communicating the image, selection of promotion mix, advertising and sales promotion, publicity, personal selling and relationship marketing.	10
Unit No : 6	Display Advertisement: Types of promotion, promotion in the channel, promotional objectives, steps in planning and retail advertising campaign, Management of sales promotion & publicity.	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference	Name of the	Title of the	Year	Publisher	
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Books (Publisher)	Author	Book	Edition	Company	
1 – National	David Gilbert	Retail Marketing Management		, Pearson Education	
2 – National	Agarwal, Bansal, Yadav & Kumar	Retail Management,		PragatiPrakashan, W.K. Road, Merut.	
3 – National	MeenalDhotre	, Channel management & Retail Marketing,		Himalaya Publishing House, Mumbai.	
4 – International	Andrew J. Newman & Peter Cullen,	Retailing Environment & operations		Change learning	
5 – International	Barry Berman & Jeol R. Evans	Retail Management – A Strategic Approach		Pearson Education	
6 – International	Barry Barman & Joel R. Evans	Retail management,		Prentice Hall of India Pvt. Ltd.	

Online Resources:

Online Resources No	Web site address
1	https://reflektion.com/resource/merchandising-types-and-examples
2	https://www.yotpo.com/blog/online-merchandising/
3	https://www.smartinsights.com/ecommerce/merchandising/online-merchandising/
4	https://www.tickto.com/digital-displays-retail-store-tomorrow/

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com

Course : MBA (HR) CBCS 2020 – w.e.f. - Year 2020 – 2021			
Semester	Course Code	Course Title	
IV	R04	<i>Supply Chain Management in Retailing</i>	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE = 50:50

Course Objectives:

Subject / Course Objectives :

- i) Familiarize the students with organized retail and, the value it creates.
- ii) The strategic and operational decision-making processes in the organized retail.
- iii) Relate the supply chain activities which create the value in the organized retail industry

Learning Outcomes :

- i) Understand the functions of retail business and various retail formats and retail channels.
- ii) Understand the difference between Retail and Manufacturing Supply Chain

	<p>iii) Understand, key drivers of retail supply chain and how to select a retail store location?</p> <p>iv) Analyze Retail Market and Financial Strategy including product pricing.</p> <p>v) Integrate the various Supply Chain partners and how to collaborate with them?</p>	
Units	Syllabus : <i>Supply Chain Management in Retailing</i>	Hrs.
Unit No : 1	Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.	10
Unit No : 2	Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.	10
Unit No : 3	Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.	10
Unit No : 4	Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis-Techniques, Factors affecting the cost and Importance of logistics.	10
Unit No : 5	Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing-Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.	10
Unit No : 6	Information Technology in supply Chain Management: Role of IT in Supply Chain management, Customer Relationship Management, Internal Supply Chain management, EBusiness and Supply Chain Management, Building strategic partnerships and trust within a supply chain	10

Student has to upgrade Knowledge by using below inputs:

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company	
1 – National	Sunil Chopra, Peter Meindal, D.V.Kalra,	Supply Chain Management- Strategy, Planning and Operation,		Pearson Education.	
2 – National	Braj Mohan Chaturvedi,	Supply Chain Management,		ICFAI University Press	
3 – National	Rahul V.Altekar,	Supply Chain Management,		Prentice Hall India, New	

		Concepts and Cases,		Delhi.	
4 – International	John Mentzer,	Supply Chain Management, Response Books,		Sage Publication, New Delhi	

Online Resources:

Online Resources No	Web site address
1	https://www.vinculumgroup.com/the-role-of-scm-in-retail-scenario-of-today/
2	https://www.vendhq.com/blog/supply-chain-management/
3	https://www.slideshare.net/RahulJha6/retail-supply-chain-management

MOOCs:

Resources No	Web site address
1	mooc.org
2	www.Coursera.org
3	www.Udemy.com
4	Swayam.gov.in

Elective - Project Management: Course – Advance Project Management

Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
IV	PR03	Advance Project Management	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> i) To understand the overall aspects of project management ii) To view at the project from a holistic view iii) To identify costs and control them while implementing project iv) To understand quality aspects in project 		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> i) To know the details of project budgeting and costing ii) To learn various aspects of project monitoring and implementation iii) To understand how to manage project quality and project audit iv) To understand the aspects related to Human resource in Project Management 		
Name	Syllabus – Advance Project Management	Hrs.
Unit No: 1	<p>Baseline Cost Structure Introduction to cost structure, Inputs for project costing, Project cost estimation, categories of costs such as Labor cost, Equipment cost, Cost of supplies, Travel cost, Training cost, Overhead cost, etc. Project Procurement process: Plan procurement , Conduct procurement, Control procurement and Close.</p>	8
Unit No: 2	<p>Project budgeting & activity costing Techniques to estimate project costs - Analogous Estimating, Parametric estimating, Bottom-up estimating, Project Budget planning, Identifying activities and Activity cost estimates, generation of Cost performance baseline, Project funding requirements, Project documents</p>	11
Unit No: 3	<p>Project Monitoring General aspects of project monitoring, Importance of project monitoring and control, Monitoring and control method, Project monitoring activities, Project monitoring process, Project Monitoring Steps, Monitoring and control techniques, control with Gantt Chart, Earned Value Analysis</p>	5
Unit No: 4	<p>Project Quality Management Project Quality Management Plan , identifying quality metrics and standard measures for project processes, regulatory compliance requirements, product functionality, documentation, etc., Development of Quality management plan, Process improvement plan, Quality metrics, Quality checklists, Project documents</p>	4
Unit No: 5	<p>Project Audit</p>	10

	Quality Assurance - analyzing project quality, improve project quality, checking whether the quality standards are met, Quality control measurements, Work performance information, checking Project management plan, Project documents updates, Organizational process assets updates	
Unit No: 6	<p>Project Human Resource Management</p> <p>Develop human resource plan with the help of Activity resource requirements, Enterprise environmental factors, Organizational processes</p> <p>Acquire project team - Project staff assignments, Resource calendars, Develop project team - improving the team efficiency, team member interaction and enhancing overall team and project performance</p> <p>Manage project team - tracking team member performance, resolving issues, providing feedback and managing a team to optimize project performance.</p> <p>Communication Management: Organizing for Communication, Feedback communication. Reporting system.</p>	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Kenneth Rose	Project Quality Management Why, What and How	2nd Edition	J. Ross Publishing
2 – International	Kim H. Pries, Jon M. Quigley	Total Quality Management for Project Management	1st Edition	Taylor & Francis
3 – International	Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla	Total Quality Management (TQM) Principles, Methods, and Applications	1st Edition, 2021	CRC Press
4 –	Martina Huemann	Human Resource Management in the	1st Edition,	Taylor & Francis

International		Project-Oriented Organization Towards a Viable System for Project Personnel	2016	
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Online Resources:

Online Resources No.	Web site address
1	https://www.guru99.com/learn-financial-planning-project-management.html
2	https://www.ispatguru.com/project-monitoring/
3	https://memory.ai/timely-blog/project-monitoring-what-it-is-and-how-to-do-it-well
4	https://www.greycampus.com/blog/project-management/top-4-project-monitoring-steps
5	https://www.projectmanagementqualification.com/blog/2019/10/21/project-monitoring-control/
6	https://www.projectmanager.com/project-management
7	https://www.pmi.org/learning/library/earned-value-management-systems-analysis-8026

MOOCs:

Resources No.	Web site address
1	https://www.mooc-list.com/course/preparing-manage-human-resources-coursera#.YC84K56SNGg.whatsapp
2	https://www.my-mooc.com/en/categorie/project-management
3	https://www.coursera.org/learn/uva-darden-project-management

Elective - Project Management: Course – Scanning Business Environment for Project

Course: MBA (HR) CBCS 2020 – w.e.f. - Year 2021– 2022			
Semester	Course Code	Course Title	
IV	PR04	Scanning Business Environment for Project	
Type	Credits	Evaluation	Marks
Core Elective	3	CES	UE:IE =50:50

Course Objectives:

<p>Subject / Course Objectives:</p> <ul style="list-style-type: none"> i) To understand the business environment impacts project management ii) To understand how to scan internal business environment and to work on strengths and weaknesses iii) To understand how to scan external business environment to identify opportunities and threats iv) To understand the intricacies for preparing for unforeseen events. 		
<p>Learning Outcomes:</p> <ul style="list-style-type: none"> i) To know how to scan business environment ii) To understand the impact of changes in business environment iii) To identify, evaluate and deliver project benefits and value in the complex business environment iv) To understand the impact of project on Organization culture through organizational change. 		
Name	Syllabus – Scanning Business Environment for Project	Hrs.
Unit No: 1	<p>Environmental Scanning for Implementing project Importance of environmental scanning for project management, internal and external environment, global environment, SWOT analysis for readiness for project, preparation for unforeseen changes</p>	8
Unit No: 2	<p>Evaluating Internal Business Environment Corporate mission, corporate culture, and leadership style, Organizational structure and suitability to project, Financial condition of organization, Skill sets of employees</p>	11
Unit No: 3	<p>Evaluating External business environment Monitoring external business environmental changes ((e.g., regulations, technology, geopolitical, market), Assessing and prioritizing impact on project scope/backlog based on changes in external business environment, Identify options for scope/backlog changes</p>	5
Unit No: 4	<p>Plan and manage project compliance Project compliance requirements (e.g., security, health and safety, regulatory compliance), Analysing potential threats to compliance, Use methods to support compliance, Conditions of non-compliance, consequences of noncompliance, Approach and Action to address compliance needs (e.g., risk, legal), Measure the extent to which the</p>	4

	project is in compliance	
Unit No: 5	Evaluate and deliver project benefits and value Identifying Project Benefits, Creating agreement on ownership for ongoing benefit realization, Establishing measurement system to track benefits, Evaluation of delivery options to demonstrate value, Appraise stakeholders of value gain progress	10
Unit No: 6	Support organizational change Assess organizational culture, Evaluating impact of organizational change to project, Impact of project on the organization culture	07

Reference Books:

Reference Books (Publisher)	Name of the Author	Title of the Book	Year Edition	Publisher Company
1 – International	Worthington, Ian, Britton, Chris, Thompson, Edward	The Business Environment: A Global Perspective	2018	Pearson Education Limited
2 – International	Avraham Shtub and Shlomo Globerson and Jonathan F Bard	Project Management: Processes, Methodologies, And Economics	2nd Edition	Pearson
3 – International	Robert J. Graham	Creating an Environment for Successful Projects: The Quest to Manage Project Management	1st Edition	Jossey-Bass

Online Resources:

Online Resources No.	Web site address
1	https://twproject.com/blog/internal-external-corporate-environmental-factors-project-environment/

2	https://www.itmplatform.com/en/blog/corporate-environmental-factors-that-affect-project-management/
3	https://www.tefen.com/insights/services/operation_Organization/project_management_global_projects
4	https://www.knowledgehut.com/blog/project-management/projects-in-business-environments
5	http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf

MOOCs:

Resources No.	Web site address
1	https://www.mooc-list.com/course/global-business-environment-evolution-and-dynamics-futurelearn
2	https://www.udemy.com/course/project-management-course-udemy/
3	https://www.coursera.org/learn/global-business-environment