

<b>AUSIB: Proposed MBA(HR) Program Structure</b>			
<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
I	MBHR101	Management Perspectives	4
	MBHR102	Economics for Managers	4
	MBHR103	Organizational Behaviour	4
	MBHR104	Management Accounting	4
	MBHR105	Statistics for Management	4
	MBHR106	Business Communication	4
	MBHR107	Business Law	4
			Total : 28
II	MBHR201	Human Resource Management	4
	MBHR202	Financial Management	4
	MBHR203	Marketing Management	4
	MBHR204	Operations & Supply Chain Management	4
	MBHR205	Industrial Relations	4
	MBHR206	Labour Laws	4
	MBHR207	Social Research Methods	4
			Total: 28
		<b>SUMMER INTERNSHIP 8 weeks</b>	4
III	MBHR301	Compensation & Benefits Management	4
	MBHR302	Learning & Development	4
	MBHR303	Performance Management	4
	MBHR304	Strategic Management	4
	MBHR305	Human Resource Information Systems	4
	MBHR306	Change Management & Organization Development	4
	MBHR307	Elective-1	4
			Total: 28
IV	MBHR401	Business Ethics & Corporate Governance	4
	MBHR402	International HRM	4
	MBHR403	Strategic HRM	4
	MBHR404	HR Analytics & Digitization	4
	MBHR405	IR Laws and Discipline Management	4
	MBHR406	Talent Management	4
	MBHR407	Elective-2	4
			Total: 28
			Grand total: 116
		<b>ELECTIVES</b>	
	MBHR307A	Managing Innovation & Transformation	
	MBHR307B	Employee Counselling	
	MBHR407A	Knowledge Management	
	MBHR407B	Negotiation & Conflict Management	

**Andhra University School of International Business**  
**Proposed MBA (HR) Programme Course-wise Syllabus**

**Semester I**  
**Course MBHR101: MANAGEMENT PERSPECTIVES**

**Objective:** The objective of this course is to develop an understanding of the processes of management related with the basic functions and management challenges in the emerging perspective.

**Contents:**

**Unit I- Introduction:** Concept, nature, process and significance of management; Managerial roles.(Mintzberg); An overview of functional areas of management- Marketing, Finance, Production, HRM, IT, R&D; Evolution of school of management thoughts- Classical, Neo -Classical, System and Contingency Approaches; Contribution of management thinkers, contemporary management practices.

**Unit II -Planning and Control:** Concept, process and types; Decision-Making- concept and process; Bounded rationality; Management by Objectives; Managerial control- concept and process; Designing an effective control system; Techniques - traditional and modern (PERT and CPM).

**Unit III- Organizing:** Concept, nature, process and significance; Authority and responsibility relationships- delegation, decentralization; Formal and informal organization; Organizational structure- traditional and modern-Departmentation basis and formats (Project and Matrix);

**Unit IV-Directing:** Motivation- types and theories; Leadership: Leading people at work- basic concepts, leadership styles; Communication- nature, process, networks and barriers; Effective communication.

**Unit V-International Management Practices:** Recent developments in the field of management in a global perspective; A comparative study of management practices in India, Japan, USA, China etc. with examples of international and domestic companies (in developed and underdeveloped countries).

**Note: Appropriate Case studies to be discussed.**

**References:**

Griffin, R. W. (2013). *Fundamentals of Management*. Delhi: Cengage Learning India.

Robbins, Stephen P., and Coulter, Mary. (2017). *Management*, 13ed. New Delhi: Pearson India

Tripathi, PC., Reddy, PN., and Bajpai, Ashish. (2021). *Principles of Management*. New Delhi: McGraw Hill India.

## Course MBAHR102: ECONOMICS FOR MANAGERS

**Objective:** The objective of the course is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

### Contents:

**Unit I- Demand and the Firm:** Nature and scope of managerial economics, principles of managerial economics, demand function; Determinants of demand; Elasticity of demand – price, income and cross elasticity, demand estimation, demand forecasting; Supply function; Firm and its organization: nature of the firm and types of organizations; The corporation- ownership and control.

**Unit II-Production, Cost and Market Forms:** Production function; Concept of productivity and technology; Production with one variable input, Returns to scale; Production with two variable inputs; Isoquants, ridge lines, isoclines; Producer's equilibrium; Cost function- Classification of costs, short run cost functions; Relationship between return to scale and return to a factor; Long-run cost functions; Market forms- shapes of AR, MR curve and their relationship in different market forms; Perfect competition; Market imperfections–monopoly, monopolistic, collusive oligopoly and price discrimination.

**Unit III-Pricing:** Pricing practices; Commodity pricing- economics of advertisement costs; Types of pricing practices; Factor pricing- demand and supply of factor of production; Collective bargaining; Concept of rent, profit, interest- rate of return and interest rates; Real vs. nominal interest rates; Basic capital theory–interest rate and return on capital; Measurement of profit.

**Unit IV- National Income Accounting and Macro-Economic Markets:** National Income Accounting; Measuring the cost of living; Unemployment and inflation; Product market and financial market.

**Unit V- Trade Cycles and the Open Economy:** Economic fluctuations and business cycle; Open economy macroeconomics; Determination of exchange rate; Purchasing power parity; Fixed and flexible exchange rate.

### References:

Dominick Salvatore, and SiddarthRastogi (2020). *Managerial Economics: Principles and Worldwide Applications*, 9<sup>th</sup>Ed.(Adaptation), New Delhi: Oxford University Press India.

Dornbusch, R. & Stanley, Fisher (2012). *Macroeconomics*. New York: McGraw Hill

Froeb, Luke M., McCann, Brian T. Ward, Michael R. and Shor, Mike. (2018). *Managerial Economics: A Problem Solving Approach*. New Delhi: Cengage Learning India.

Koutsoyiannis, A. (2008). *Modern Micro Economics*. Macmillian Press Ltd.

McConnell, Campbell R., Brue, Stanley L., Flynn, Sean M. and Ray Chaudhuri, B.(2021). *Economics* (SIE). 22<sup>nd</sup> Ed. McGraw Hill India.

Samuelson, Paul A. & Nordhaus, William D. (2019). *Economics*. 20<sup>th</sup> Ed. (Indian adaptation by SudipChaudhuri and AnindyaSen). McGraw Hill India.

## Course MBHR103: ORGANIZATIONAL BEHAVIOUR

**Objective:** To familiarize the students with the components of individual and group behavior in organizational setting and to help them learn behavioural skills in managing people at work.

### Course Contents:

**Unit I- Introduction:** Emergence of organizational behaviour; Management and OB; Hawthorne studies and human relations school; Challenges and opportunities for organizational behaviour; Ethics and organizational behaviour.

**Unit II- Individual Behaviour:** Foundations of individual behavior; Perception and attribution; Personality and attitude; Learning and values; Work Motivation: Concept and Need Theories (MaslowMcClelland-Alderfer), McGregor's Theory X and Theory Y, Herzberg's Two Factors Theory; Contemporary issues in the practice of motivation.

**Unit III- Group Behaviour:** Group dynamics, cohesiveness and productivity; Group decision making; Groups versus teams; Managing organizational conflict - sources, levels and types of conflict; Conflict resolution, transactional analysis; Managing counter-productive behaviour.

**Unit IV- Leadership:** Leadership – concept and theories; Charismatic, transformational and authentic leadership; Influence, power and politics; Contemporary issues in the practice of leadership.

**Unit V- Organization Systems& Processes:** Organization culture- forming, sustaining, and changing a culture and organizational climate- determinants and OCTAPACE model, stress and burnout, Managing change.

**Note: Appropriate Case studies to be discussed.**

### References

Hersey, Paul.,Blanchard, Kenneth H. andJohnson, Dewey E. (2015).10<sup>th</sup> ed.*Management of OrganisationalBehaviour*. New Delhi:Prentice Hall India

Luthans, Fred (2017). *Organizational Behaviour: An Evidence Based Approach*.12<sup>th</sup> Ed. Indian Edition, New Delhi: McGraw-Hill India.

Robbins, Stephen P., Judge, Timothy. andVohra, Neeharika.(2019) *Organizational Behavior*, 18<sup>th</sup>ed. New Delhi, Pearson India.

Pareek, Udai. &Khanna, Sushama. (2018). *Understanding Organizational Behaviour*, 4<sup>th</sup> Ed. New Delhi: Oxford University Press.

Singh, Kavita.(2015) *Organizational Behaviour: Text and Cases*, 3<sup>rd</sup> Ed. New Delhi: Vikas Publishing House.

## Course MBHR104: MANAGEMENT ACCOUNTING

**Objective:** To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions, short-term and long-term/strategic decision-making models, cost management ideas along with budgeting and associated performance measurement practices.

### Contents:

**Unit I- Financial Accounting:** An introduction- meaning of financial accounting; Accounting as an information system; Importance, scope and limitations of financial accounting; Accounting concepts and principles; Accounting equation, capital and revenue items; Generally Accepted Accounting Principles, Accounting Standards, and International Financial Reporting Standards (IFRS). **Accounting Process using Accounting Software:** journals, ledger accounts, trial balance; financial statements including corporate entities.

**Unit II- Financial Statement Analysis:** Analyzing financial statements through ratios: Liquidity analysis ratios; Profitability analysis ratios; Capital structure; Activity analysis ratios; Coverage ratios; Limitations of ratio analysis; Analytical comparative statement; Cash flow statement.

**Unit III- Introduction to Cost Accounting:** Objectives and importance of cost accounting; Cost concepts; Classification of cost including cost for managerial decision making; Elements of cost; Cost centre; Cost unit; Cost allocation, Cost apportionment and ascertainment; Cost sheet; A brief introduction on methods of costing (theory); Cost control and cost reduction.

**Unit IV- Cost Volume Profit Analysis:** Marginal cost statement/equation; P/V ratio; Break Even Point (BEP); Break Even Chart; Margin of Safety; Decisions relating to key factor, price fixation, export order, make or buy, deletion or addition to product/services, sell or process further, continue or shut down, etc.

**Unit V- Budgeting and Budgetary Control:** Basic concepts of budgeting; Preparation of functional budgets, and master budget, and flexible budgets; Responsibility accounting and divisional performance.

### References

Atkinson, Anthony A., Kaplan, Robert S. & Mark Young,S. (2011).*Management Accounting*. Chennai:Pearson India.

Colin, Drury (2001). *Management and Cost Accounting*. Thomas Learning.

Garison, R.H. &Noreeb, E W. (2000). *Managerial Accounting*. McGraw Hill Education.

Goldwin, Norman H., Alderman, Wayne. &Sanyal, Debashis (2022). *Financial Accounting: A South Asian Perspective* 3<sup>rd</sup> Ed. New Delhi: Cengage India.

Horngren, Charles T., Sunderm, Gary L., &Schattzverg, Jeff (2022). *Introduction to Management Accounting*. 16<sup>th</sup> Ed. Chennai:Pearson India.

Lal, Jawahar (2017). *Accounting for Management*, 5<sup>th</sup> Ed. New Delhi: S. Chand & Company

Mary, Buffett & Clark, David (2011). *Interpretation of Financial Statement – Companies with durable Competitive Advantage*.

## Course MBHR105: STATISTICS FOR MANAGEMENT

**Objective:** The objective of this paper is to equip students with important statistical techniques required for managerial decision making and help them develop the ability to analyze and interpret data in a meaningful manner.

**Unit I-Theory of Probability and Probability Distributions:** Approaches to calculation of probability; Marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions - Binomial, poisson, and normal.

**Unit II-Statistical Decision Theory:** Decision-making process; Payoff and Regret tables; Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.

**Unit III-Sampling, Estimation:** Types of Sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

**Unit IV-Hypothesis Testing:** Steps of hypothesis testing; One and two-tailed tests; Type I and type II errors.

*One Sample Tests:* Means and proportions.

*Two-sample Tests:* Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions.

**Unit V-Analysis of Variance and Non-parametric Tests:** F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test; One-sample runs test.

**Unit VI-Correlation and Regression Analysis:** Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

### References

Aczel, Amir D., Sounderpandian, J., Sarvanan, P. & Joshi, R. (2017). *Complete Business Statistics*. 7<sup>th</sup> Ed. New Delhi: McGraw Hill Education India

Anderson, David R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeffrey D. & Cochran, James J. (2019). *Statistics for Business & Economics*. 13<sup>th</sup> ed. New Delhi: Cengage India.

Black, Ken. (2012). *Applied Business Statistics*, 7<sup>th</sup> Ed. New Delhi: Wiley India

Levin, Richard I., Masood, Siddiqui. Rubin, David.S.&Rastogi, Sanjay. (2017). *Statistics for Management*. 8<sup>th</sup> Ed. New Delhi: Pearson India.

Srivastava, TN. &Rego, Shailaja. (2017). *Statistics for Management*, 3<sup>rd</sup> Ed. New Delhi: McGraw Hill India.

## Course MBHR106: BUSINESS COMMUNICATION

**Course Objective:** The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business

### Contents:

**Unit I:** Communication in Organizations Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

**Unit II:** Written Communication Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills

**Unit III:** Interpersonal Communication Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

**Unit IV:** Cross Cultural Communication Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures

**Unit V:** Career management and communication Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication.

### References:

Bovee, Courland L., Thill, John V., & Raina, Roshan L. (2021). *Business Communication Today*, 15<sup>th</sup> Ed. Chennai: Pearson India

Lehman, C. M., Dufrene D. D., & Sinha, M. (2016). *Business Communication: The South Asian Perspective*. 2nd ed. New Delhi: Cengage Learning.

Meenakshi Raman, & Prakash Singh (2012). *Business Communication*, 2<sup>nd</sup> Ed. New Delhi: Oxford University Press India.

Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. (1997). *Effective Business Communication* (7th Revised ed.). Boston: McGraw-Hill Companies.

Mukerjee, H. S. (2016). *Business Communication*, 2<sup>nd</sup> ed., New-Delhi: Oxford University Press

Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

## Course MBHR107: BUSINESS LAW

**Objective:** To acquire knowledge and understanding of major business, commercial and economic laws.

### Contents:

**Unit I- Law Relating to Contract:** Meaning and essentials of a valid contract; Legality of objects; Special contracts (Indemnity and guarantee, Bailment and Pledge, Law of Agency); Contract of Sale; Conditions and warranties; Transfer of ownership of goods including sale by non-owners; E-Contracts.

**Unit II – Law Relating to LLP:** Limited Liability Partnership Act, 2008; Salient features of LLP; Difference between LLP, partnership and a company; LLP agreement; Nature of LLP; Partners and designated partners; Incorporation document; Incorporation by registration; Registered office of LLP and change therein; Change of name; Partners and their relations; Extent and limitation of liability of LLP and Partners; Whistle-Blowing; Contributions; Financial disclosures, annual return, taxation of LLP; Conversion to LLP; Winding up and dissolution.

**Unit III- Law Relating to Information:** Right to Information Act, 2005- Definitions; Right to Information; Obligations of public authorities; Request for obtaining information; Disposal of request; Exemption from disclosure of information; Grounds for rejection to access in certain cases; Severability; Central information commission- its constitution, term of office, conditions of service and removal; Powers and functions of information commissions; Appeals and penalties.

**Unit IV- Law Relating to Competition and Consumer Protection:** Concept of competition; Competition Act, 2002 - Anti competitive agreements; Abuse of dominant position; Combination, regulation of combinations; Competition Commission of India; Compliance of Competition Law; Consumer Protection Act, 1986- Consumer Protection in India; Rights of Consumers; Consumer disputes redressal agencies.

**Unit V- Laws Related to Company Proceedings under The Companies Act 2013:** Types of companies; Formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts; Memorandum of association; Articles of association; National Company Law Tribunal, bankruptcy and winding up of company.

### References:

Kapoor, N D., Abbi, Rajni, Bhushan, Bharat. & Kapoor, Rajiv (2018). Elements of Business Law, New Delhi: S. Chand &Co.

Sharma, J. P. (2018). *Corporate Laws*. 4<sup>th</sup> Ed. New Delhi: Ane Books Pvt. Ltd.

Tulsian, P C. and Tulsian, Bharat. (2017). *Business Law*, 3<sup>rd</sup> Ed. New Delhi: McGraw Hill India.

*Corporate Laws*, (2023), 49<sup>th</sup> Ed. New Delhi: Taxmann Publications



## Course MBHR201: HUMAN RESOURCE MANAGEMENT

**Objective:** The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition, to maintenance and development.

### Contents:

**Unit I- Introduction:** Conceptual foundations; Human aspect of management; Human Resource Management- concept, scope and importance; Competencies of HR manager- Changing role of HRM: workforce diversity, technological change, restructuring and rightsizing, empowerment; TQM; Management of ethics.

**Unit II- Human Resource Planning, Job Analysis, and Job Design:** Assessing human resource requirements; Human resource forecasting; Work load analysis; Job analysis; Job description and Job specifications; Job design; Job characteristic approach to job design.

**Unit III- Recruitment, Selection, Training, and Development:** Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and induction; Job changes- Transfers, Promotions, and Separations; An overview of training and development; Career Planning and Management.

**Unit IV- Compensation Management, Performance Appraisal and Management:** Compensation management- Job evaluation, base compensation and supplementary compensation; Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods- MBO, 360 degree appraisal, Behaviourally anchored rating scale, Balanced scorecard; Potential appraisal.

**Unit V- Emerging Horizons of HRM:** International HRM, challenges of international HR managers; E-HRM; HRIS (Human Resource Information System); Human resource audit; Contemporary issues in human resource management- employee engagement, flexi timing- Emerging trends in recruitment, selection, and development.

**Note: Appropriate Case Studies to be discussed.**

### References:

Dessler, Garry. & Varkkey, Biju. (2021). *Human Resource Management*, 15<sup>th</sup> ed. Chennai: Pearson India.

Aswathappa, K., & Dash, Sadhana. (2022). *Human Resource Management*, 10<sup>th</sup> ed., New Delhi: McGraw Hill Education India.

D' Cenzo, David A., Robbins, Stephen P. & Verhulst, Susan L. (2016). *Human Resource Management*. New Delhi: John Wiley and Sons

Denisi, Angelo S., Griffin, Ricky W. and Sarkar, Anita (2016). *HR: A South Asian Perspective*, New Delhi: Cengage India

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2016). *Fundamentals of human resources management*.

## Course MBHR202: FINANCIAL MANAGEMENT

**Objective:** To acquaint the students with essential tools and techniques necessary for making sound financial decisions in a company.

### Contents:

**Unit I-Introduction:** Nature, scope and objective of financial management; Concept of risk and return; Time Value of Money; Finance as a strategic function; Role of a finance manager; Financial decisions and risk return trade-off; Agency problem and agency costs; Recent trends and developments in Indian capital market.

**Unit II-Capital Budgeting Decision:** Nature, significance and process of capital budgeting decision; Types of capital projects; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques; Non- discounted techniques-Accounting Rate of Return (ARR), Pay Back Period (PB); Discounted cash flow techniques-Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR) and Profitability Index; Capital budgeting under constraints (capital rationing and inflation); Techniques for incorporating risk and uncertainty in capital budgeting- Risk adjusted discount rate method, Certainty equivalent method, Probability distribution method, Decision tree analysis, Simulation method, Sensitivity analysis and Scenario analysis.

**Unit III-Cost of Capital and Financing Decision:** Specific Cost of Capital; Weighted Average Cost of Capital (WACC) and Weighted Marginal Cost of Capital; Concept of capital structure; Capital structure theories – Net Income (NI) Theory, Net Operating Income (NOI) Theory, MM Hypothesis without and with taxes, Traditional theory, Trade off theory, Pecking order theory and Signaling theory; Evaluation of financial plans using EBIT-EPS analysis; Financial leverage and optimal capital structure; Factors affecting choice of capital structure in practice.

**Unit IV-Dividend Decision:** Issues in dividend decision; Theories of dividend - Pure residual theory, Walter's model, Gordon's model, Bird in hand theory, MM Hypothesis and Dividend signaling theory; Types of dividend policies; Determinants of dividend in practice; Lintner's model of corporate dividend behaviour.

**Unit V-Working Capital Management and Contemporary Issues in Finance:** Concept, need and significance of working capital management; Estimation of working capital requirement; Operating and cash cycle; Determinants of working capital; Cash management and receivables management; Socially responsible investing, ethical investing and other contemporary issues in finance.

**Note: Appropriate Case Studies to be discussed.**

### References:

Khan, M.Y. and Jain, P.K. (2018). *Financial Management: Text, Problems and Cases*, 8<sup>th</sup> Ed. New Delhi: McGraw Hill India.

Pandey, I. M. (2021). *Financial Management*. 12<sup>th</sup> Ed. New Delhi: Vikas Publishing.

Chandra, P. (2022). *Financial Management-Theory and Practice*. 11<sup>th</sup> Ed. McGraw Hill India

Damodaran, A. (2007). *Corporate Finance: Theory and Practice*. John Wiley & Sons.

Van Horne, James C. & Dhamija, Sanjay (2011). *Financial Management and Policy*. 12<sup>th</sup> Ed. Chennai: Pearson India

## Course MBH 203: MARKETING MANAGEMENT

**Objective:** The course aims to develop among the students the underlying concepts, strategies and issues involved in the marketing of products and services and also trends emerging in marketing.

### Contents:

**Unit I- Introduction:** Market and marketing- definition; Nature, scope and importance of marketing; The exchange process; Functions of marketing; Core marketing concepts; Company orientation towards the market place- Production concept, product concept, selling concept, marketing concept, holistic marketing concept; Selling vs. marketing; Marketing mix (7 P's & 7 C's); 4 A's of Marketing; Michael E. Porter Value Chain Analysis Model.

*Marketing environment:* Analyzing macro marketing environment– PESTLE model; Impact of micro and macro marketing environment on marketing decisions.

*Buyer behaviour:* Different consumer roles; Need for studying buyer behaviour; Different buying motives; Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.

*Market segmentation:* characteristics of a segment; Bases for segmenting a consumer market and business market; Criteria for effective market segmentation; Evaluating and selecting target market; Positioning – concept, bases and process.

**Unit II- Product and Pricing Decision:** Product- concept and classification; Layers of products; Major product decisions; Product-mix; New product development stages; Product Life Cycle (PLC) – concept and marketing strategies for different life cycle stages; Packaging and labelling; Pricing – objectives, price-sensitivity; Factors affecting price of a product; Steps in setting price, pricing methods and strategies; Ethical issues concerning products and pricing decisions.

**Unit III– Distribution and Promotion Decisions:** Channels of distribution – concept and importance; Different types of distribution channels; Channel management decisions; Channel integration and systems; Distribution logistics – concept, importance and major logistics decisions. Promotion Decisions- Meaning and importance of promotion; Promotion-mix; Promotion tools and their characteristics; Determining optimal promotion mix; Integrated marketing communications – concept and importance; Developing and implementing promotional programme; Ethical issues concerning distribution and promotion decisions.

**Unit IV- Services Marketing:** Concept, nature and classification of services; Characteristics of services and their marketing implications; Customer Relationship Management: concept, nature and relevance of CRM and e-CRM in the globalised economy;

**Unit V- Trends in Marketing:** Social media marketing; Green marketing; Internal marketing; Socially responsible marketing; Cause relating marketing; Social marketing; Other emerging trends.

**Note: Appropriate Case Studies to be discussed.**

### References

Kotler, Philip. Keller, Kevin L. Cherney, Alexander., Sheth Jagdish N. & Shainesh, G. (2022). *Marketing Management*. 16th Ed. Chennai: Pearson India.

McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hills Education.

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Etzel, Michael J., Walker, Bruce J., Stanton, William. J. & Pandit, Ajay (2017). *Marketing Concepts and Cases*. (SIE). 14<sup>th</sup> Ed. New Delhi: McGraw Hill India.

## **MBHR204: OPERATIONS & SUPPLY CHAIN MANAGEMENT**

**Course objectives:** This course is designed to help the students understand the role of operations and supply chain management in improving the efficiency of an organization, including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance.

### **Contents:**

**Unit I:** Nature, Evolution and Scope of Operations and Supply Chain Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Supply Chain Strategy.

**Unit II:** Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

Design of production process and facility layout, Process design and analysis.-Design of products and services: Process of product and service design, tools.

**Unit III** Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models..

Aggregate Production Planning (APP), Master production schedule (MPS), Materials requirements planning (MRP).

**Unit IV:** Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma. - Just-in-time, Lean operations and Toyota Production System

**Unit V:** Theory of Constraints, Critical chain project management.- Emerging trends in Operations & Supply Chain Management.

**Note: Appropriate Case Studies to be discussed.**

### **References:**

Bedi, K. (2014). Production and Operations Management (3rd ed.). New Delhi: Oxford University Press

Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* 15th ed. Chennai: McGraw Hill India

Gaither, N. and Frazier G. (2011). Operations Management (9th ed.), Cengage Learning, New Delhi.

Heizer, J., Render, B., Munson, C and Sachan, A. (2017). Operations Management (12th ed.). Chennai: Pearson Education India

Mahadevan, B. (2015). *Operations Management: Theory and Practice*. 3<sup>rd</sup> Ed. Chennai: Pearson Education India

Russell, R. S., Taylor, B.W. Venkataramaiah, S. & Pavan Kumar, G. (2023). *Operations and Supply Chain Management- An Indian Adaptation*, 10<sup>th</sup> Ed. New Delhi: Wiley India

## Course MBHR 205: MANAGEMENT OF INDUSTRIAL RELATIONS

**Objective:** This course deals with analyzing both the traditional and pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level and in the Indian context in particular.

### Contents:

**Unit I- Structure and Evolution of Industrial Relations:** Concept, nature and models of IR- Unitary, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India- structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

**Unit II- Industrial Conflict and Disputes Resolution:** Industrial relations machinery in India; Provisions under the Industrial Disputes Act, 1947- authorities under the act, reference of disputes to boards, courts or tribunals, procedures, powers and duties of authorities, Strikes, Lockouts, Layoff and Retrenchment, Unfair labour practices, Penalties; Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; Workplace practices and cooperation; Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes, statutory and non-statutory.

**Unit III- Industrial Relations:** Industrial relations climate and performance; The conciliation and arbitration system and performance; Labour market and economic performance; Structure for management of industrial relations; Management of labour; Management control strategies; Business strategies and industrial relations; Role of market conditions.

**Unit IV- Discipline and Grievance Procedure:** Industrial indiscipline- an overview of disciplinary enquiries, salient features of Industrial Employment (Standing Orders) Act, 1946; Disciplinary action and termination of employment contract-Nature of grievances and grievance procedures; Handling employee grievances.

**Unit V- Legal Framework of Shops and Establishment and Contract Labour Management:** Applicability, administration and maintenance under Shops and Establishment Act, 1953; The regulations as under Contract Labour Regulation and Abolition Act, 1970.

**Note: Appropriate Case Studies to be discussed.**

### References

Ramaswamy, E.A. (1997). *Strategic Management of Industrial Relations*. New Delhi: Oxford University Press.

Singh, P. & Kumar, N. (2011). *Employee Relations Management*. Chennai: Pearson India.

Sinha, PRN. Sinha, InduBala., & Priyadarshini, ShekharSeema. (2017). *Industrial Relations, Trade Unions and Labour Legislations*, 3<sup>rd</sup> Ed. Chennai: Pearson India

Srivastava, S C. (2022). *Industrial Relations and Labour Laws*, 8<sup>th</sup> Ed. New Delhi: Vikas Publishing House

Venkataraman, C. S. (2006). *Industrial Relations: Text and Cases*. Delhi: Oxford University Press.

## Course MBHR206: LABOUR & SOCIAL SECURITY LAWS

**Objective:** To familiarize the students with the understanding and provisions of industrial and labor related social security laws.

### Contents:

**Unit I- Factories Act, 1948:** Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure.

**Andhra Pradesh Shops & Establishments Act, 1988:** Scope and applicability- Definitions- Regulation of working conditions in Shops, Commercial Establishments and Offices & Restaurants.

**Unit II- Employees State Insurance Act, 1948:** Objectives and applicability of the scheme; Definitions: personal injury, factory, manufacturing process, wages, partial and permanent disablement; ESI corporation, standing committee and medical benefit council; Contributions; Adjudication of dispute and claims, benefits; Case laws.

**Unit III- The Employees Provident Fund & Miscellaneous Provisions Act, 1952:** Definitions; Schemes under the Act – Employees’ Provident Fund Scheme, Employees’ Pension Scheme, 1995, Employees’ Deposit Linked Insurance Scheme; Case laws.

**Unit IV- Payment of Gratuity Act, 1972:** Applicability and non- applicability of the Act; Definitions- employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer’s duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws.

**Unit V- Employee’s Compensation Act, 1923:** Definitions: dependent, employer, partial and total disablement, workmen, injury, accident; Employer’s liability for compensation; Amount of compensation; Contracting; Commissioner; Case laws.

**Unit VI: Contract Labour (R&A) Act, 1970** Scope and applicability- Definitions- Licensing & Registrations of Contractors- Principal Employer-Role & Responsibilities; Regulation of working conditions of Contract Labour.

**Appropriate Case Laws are to be discussed.**

### References:

Kumar, HL. (2023), *Labour Laws Everybody Should Know*, 13<sup>th</sup> Ed. Delhi: Law & Justice Publishing Co.

Padhi, SC. (2019). *Labour and Industrial Laws*, 4<sup>th</sup>ed. New Delhi: PHI Learning

Malik, S. (2017). *PL Malik’s Industrial Law*. 15<sup>th</sup> Ed. Lucknow: Eastern Book Company

Sharma, J.P. (2018). *Simplified approach to labour laws*. Bharat Law House (P) Ltd.

## Course MBHR 207: SOCIAL RESEARCH METHODS

**Objective:** The course aims at exposing the students to the concepts, tools and techniques of social research and to train students to execute research in human resource management.

### Contents:

**Unit I- Introduction to Social Research:** Meaning and role of social research; Social research philosophies; Scope of social research; Terminology of research; Research process- An overview; Research approaches; Characteristics of good research; Ethical issues in research; Problem specification- management problem specification, formulating research problem, developing research proposal – research objectives, research hypotheses.

**Unit II- Research Design:** Explorative research – major techniques and their evaluation; Descriptive researches– case study, survey method and observation method; Causal research– major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs. qualitative research; Case methods of research.

**Unit III- Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection – observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

**Unit IV- Sample Design:** Designing sample survey – defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross sectional; Data collection– organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

**Unit V- Data Analysis and Report Writing:** Data editing and coding, data cleaning, frequency distribution and descriptive statistics; Hypothesis testing– parametric and non-parametric test; Introduction to multi-variate analysis; Major orientation towards statistical packages; Report writing.

### References

- Bryman, Alan. (2018). *Social Research Methods*. 5<sup>th</sup> Ed. Oxford University Press. New Delhi.
- Cooper, D. R. & Schindler, P. S. (2003). *Business Research Methods*. Boston, Mass: McGrawHill/Irwin.
- Neuman, W.L.& Tucker, Veena (2022). *Social Research Methods*. Chennai: Pearson Education India.
- Taylor, Bill. Sinha, Gautam and Ghoshal, Taposh,(2006). *Research Methodology: A Guide for Researchers in Management and Social Sciences*. New Delhi. Prentice Hall India Limited.
- Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin. (2013). *Business research methods*. Cengage Learning Limited.

## Course MBHR301: COMPENSATION AND BENEFITS MANAGEMENT

**Objective:** The course is designed to promote understanding of issues related to compensation management in corporate sector and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

### Contents:

**Unit I- Compensation Management:** Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies, assessing job values & relativities; Pay structures: Defining Internal Alignment- Job Analysis- Evaluating Work: Job evaluation – Person based structures: Skill Plans and Competency Analysis.

### Unit II

Determining the Pay Levels: Defining Competitiveness- Designing Pay Levels, Mix and pay structures, construction of optimal pay structure;

**Unit III- Determining Individual Pay:** Linking Organization Strategy to Compensation and Performance- Total Reward System- Pay-for-Performance Plans-Performance Appraisals- Compensation of Special Groups- Union Role in Wage and Salary Administration; International Pay Systems- Comparing costs and systems; Expatriate pay;

**Unit IV-Employee Benefits:** The Benefit Determination Process- Key considerations- Components of Wage and Benefits-Statutory Benefits: The Employee Compensation Act, 1923, The Employees Provident Fund Act, 1952, The Maternity Benefit Act, 1962, The Payment of Gratuity Act, 1972, The Payment of Wages Act, 1936; The Minimum Wages Act, 1948.

**Unit V:Government and Legal Issues in Compensation:** Wage System in India- Wage Policy at Company Level- Pay structures- Pay Components- Wage Incentive Schemes- Contemporary Issues in Wage System

### References:

Armstrong, Michael (2012). *A Handbook of Employee Reward Management and Practice*. 2<sup>nd</sup> Ed. New Delhi: Kogan Page India

Deb, Tapanmoy. (2008). *Compensation Management: Text and Cases*. New Delhi: Excel Books

Malik, P.L. (2017). *Handbook of Labourer and Industrial Law*. Lucknow: Eastern Book Company.

Milkovich, George T., Newman, Jerry M. & VenkataRatnam, C.S. (2009). *Compensation*. 9<sup>th</sup> Ed. New Delhi: McGraw Hill India.



## Course MBHR302: LEARNING AND DEVELOPMENT

**Objective:** The course aims at exposing the learner to the concept and practice of learning and development in the modern organizational setting through the pedagogy of experiential learning and case discussions.

### Contents:

**Unit I- Introduction:** Fundamentals of learning and development; Difference between training & development and learning & development; Linking learning and development to company's strategy; Training Needs Assessment (TNA)- meaning and purpose of TNA- TNA at different levels- Approaches for TNA,- output of TNA- methods used in TNA.

**Unit II- Learning and Development Methodologies:** Overview- logic and process of learning; Principles of learning; Individual differences in learning; Learning curve; Learning management system; Criteria for method selection; Skills of an effective trainer; Development techniques for enhancing decision-making and interpersonal skills.

**Unit III- Designing Learning and Development Programmes:** Organization of learning and development programmes, design, kinds, choice of learning and development methods, preparation of trainers; Developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.

**Unit IV- Evaluation of Learning and Development:** Reasons for evaluation; Evaluation planning and data collection; Different evaluation frameworks; Problems of measurement and evaluation; Methods of evaluating effectiveness of L & D efforts; Issues resulting from the external environment and internal needs of the company.

**Unit V- Emerging Trends in Learning and Development:** Up-skilling and Reskilling -Gamification, Six Sigma training; Electronic enabled learning systems- its up scalability and follow up activities. Learning and development initiatives of select companies in private and public sectors and MNCs.

**Note: Appropriate Case studies to be discussed.**

### References:

Blanchard, P., Nick, James W. Thacker & V. Anand Ram.(2012)*Effective Training: Systems, Strategies, and Practices*. 4<sup>th</sup> Ed. Chennai: PearsonIndia

Emerson, Trish & Stewart, Mary (2011). *The Learning and Development Book: Change the way you think about L&D*. ASTD Press.

Noe, Raymond (2017). *Employee Training & Development*, 7<sup>th</sup> Ed.McGraw-Hill Education, New Delhi

Lynton, Rolf P.&Pareek, Udai. (2011)*Training for Development*.New Delhi: Sage Publications Ltd.

## Course MBHR303: PERFORMANCE MANAGEMENT

**Objective:** This course aims to facilitate the understanding about the performance management system and strategies adopted by the organizations for enhancing employees' performance.

### Contents:

**Unit I-Conceptual Framework of Performance Management:** Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

**Unit II-Components of Performance Management System:** Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Performance management and organizational transformation, appraisal communication; Counseling, identifying potential for development; Linking pay with performance.

**Unit III-Implementation and Issues in Performance Management:** Implementing performance management system- strategies and challenges; Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and E-PMS; Performance management practices in Indian organizations.

**Unit IV-Talent Management:** Concept and approaches; Framework of talent management; Talent identification and integration; Talent retention- consequences of talent departure, diagnosing causes of talent departure, talent management and workplace diversity.

**Unit V- Talent Management Practices and Process:** Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

**Note: Appropriate Case studies to be discussed.**

### References:

Armstrong, M. & Baron, A. (2005). *Performance management and development*. Mumbai: Jaico Publishing House.

Berger, Lance A. & Berger, Dorothy.(2018). *The Talent Management Handbook*.3<sup>rd</sup> Ed. New Delhi: McGraw-Hill India

Bhattacharyya, Deepak K. (2012). *Performance Management Systems and Strategies*. Chennai: Pearson Education India

Rao, T.V. (2015). *Performance Management: Towards Organizational Excellence*. New Delhi: Response Books

## **Course MBHR 304: CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT**

**Objective:** To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences and understand the applicability of OD interventions in business enterprises.

### **Contents:**

**Unit I-Introduction to Change Management and Organizational Development:** Organizational change- need and philosophy of organizational change; Change triggers; Planned change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Sustainability and organizational change; Organization development- concept and process, assumptions and values underlying Organization Development (OD).

**Unit II-Organizational Change- Development Interface:** Foundations of organization development, Emergence of OD as an applied behavioural science; Role of top management and organization development practitioners; Change agents- role, skills and styles of change agents; Relation with the client system.

**Unit III-Organizational Diagnosis:** Techniques of organizational diagnosis- questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information at organizational, group and job level; Feeding back diagnostic information.

**Unit IV-OD Interventions:** Designing interventions; Evaluating and institutionalizing interventions; Action research; Structural interventions- work redesign, work modules, Quality of Work Life (QWL), Quality Circles (QC); Behavioural interventions- Management by Objectives (MBO), performance management, sensitivity training, transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, grid OD; Techno-structural interventions- restructuring organizations, downsizing, reengineering, employee involvement.

**Unit V-Trends in Organization Development:** OD-HRD Interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

**Note: Appropriate Case studies would be discussed.**

### **References**

Cummings, Thomas. G. & Worley, Christopher G. (2015). *Organization Development and Change*. 10<sup>th</sup> Ed. Cengage India.

French, Wendell. & Bell, Cecil H. (2013). *Organization Development*. 6<sup>th</sup> Ed. Chennai: Pearson Education India

Kotter, John P. (1996). *Leading Change*. Boston, MA: Harvard Business School Press

Reddy, Y.R. (2022)*Corporate Turnarounds and Human Resource Management*, Hyderabad: Vrinda Publishing House

## Course MBHR305: HUMAN RESOURCE INFORMATION SYSTEM

**Objective:** The objective of the course is to acquaint the students about the concept of information systems, internet, World Wide Web, HRIS and their application in Human Resource Management.

**Contents: Unit I-Introduction:** Introduction to Management Information Systems, history of MIS, impact of MIS, role and importance of MIS in organization; Role of MIS at management levels; MIS growth and development; Artificial intelligence, Decision Support System (DSS), Executive Information System (EIS); Applications of MIS.

**Unit II-Information Concepts and Information Technology:** Data and information; Relevance of information to decision making; Source, quality and types of information; Relevance of information in MIS; Assessing information needs of the organization; Use of information for competitive advantage; Trends in Information Technology- hardware and software, data-communication concepts; Decision making with communication technology; Multimedia approach to information processing; Decision of appropriate information technology for proper MIS.

**Unit III- System Development and Applications of MIS:** Systems definition-types of systems - open, closed, deterministic, probabilistic, etc; Relevance of choice of system in MIS; Integration of organization systems and information systems; System Development Life Cycle (SDLC); Alternative system building approaches, prototyping, rapid development tools, case tools, object oriented systems; MIS applications in HRD & O.D. in manufacturing, R&D, public transport, hospitals, hotels and service industries.

**Unit IV-HRIS Development:** HRIS life cycle/HR responsibility in each phase of HRIS development; Pre implementation stage of HRIS; HRIS planning; HRIS expectation, productivity through HRIS; HRIS cost-benefit value analysis; Getting management support for HRIS; Limitations of computerization of HRIS.

**Unit V- Emerging Trends in HRIS:** Implementation of HRIS- tools in HRIS development, cases and exercises; Human Resources Information Systems in large and small organizations- cases & exercises, packaged Human Resources Information Systems/ business process, re-engineering, enterprise resource planning systems, emerging trends in HRIS, networking, internet, intranet, technology implications, etc.

### References:

Badgi, Satish M. (2012). *Practical Guide to Human Resource Information Systems*. New Delhi: PHI Learning

Brien, James A. O. (2011). *Management Information System*. New Delhi: Tata McGraw Hill

Gordon , B. Davis. & Olson, Margreth H. (2001). *Management Information System*. New Delhi: McGraw Hill.

Jawadekar, W. S. (2015). *Management Information System*. New Delhi: Tata McGraw Hill

Kavanagh, Michael J., Thite, Mohan & Johnson, Richard D. (2019). *Human Resource Information Systems: Basics, Applications, and Future Directions*. 3<sup>rd</sup> Ed. New Delhi: SAGE Publications

Laudon. (2017). *Management Information System*. Pearson India.

## **MBHR 306: STRATEGIC MANAGEMENT**

**Course Objectives:** The course is designed to cover issues with regard to corporate and business strategy, and the strategic management processes.

### **Contents:**

**Unit I: Introduction to Strategic Management:** Concepts of Strategic Management: Phases of Strategic Management- Globalization, Innovation, and Sustainability: Challenges to Strategic Management- Basic Model of Strategic Management- Strategic Decision Making- Strategic Audit- Social Responsibility and Ethics in Strategic Management

**Unit II Environmental Scanning:** Environmental Scanning and Industry Analysis- Aspects of Environmental Scanning- Strategic Importance of the External Environment- Industry Analysis: Analyzing the Task Environment- Industry evolution- Categorizing International Industries- Forecasting; Organizational Analysis and Competitive Advantage- A Resource Based Approach to Organizational Analysis- Organizational Structures and Culture.

**Unit III Strategy Formulation:** Business Strategy- A Framework for Examining Business Strategy- Vision, Mission and Objectives- Business Strategies- Porter's Competitive Strategies- Strategic Alliances; Corporate Strategy: Directional Strategy- Portfolio Analysis; Functional Strategy and Strategic Choice: Marketing Strategy- Financial Strategy-R&D Strategy- Operations & Logistics Strategy-HRM Strategy- IT Strategy

**Unit IV- Strategy Implementation:** Strategy Implementation- Global Strategy- International Entry- International Coordination and Development- International Employment; Organizing and Structure: Who implements Strategy?- What Must be Done?-How is Strategy to be implemented? Organizing for Action; Staffing & Directing: Staffing, Leading and Action Planning;

**Unit V Strategy Evaluation and Control:** Measuring Performance- Balanced Scorecard Approach- Using Benchmarking to evaluate Performance- Strategic Information Systems- Problems in Measuring Performance.

**Note: Appropriate Cases in the above topics to be discussed**

### **References:**

Gregory Dess, Gerry McNamara, Alan B. Eisner. (2020). *Strategic Management: Text and Cases*, 10<sup>th</sup> Ed. New Delhi: McGraw Hill India

Grant, R. M. (2015). *Contemporary strategy analysis: Text and Cases*, (8th ed.). Wiley.

Porter, M. E. (2004). *Competitive advantage of nations*. London: Macmillan press

Rao, VSP. (2013) *Strategic Management: Text and Cases*, 2<sup>nd</sup> Ed. New Delhi: Excel Books.

Wheelen, Thomas L., Hunger, David J., Hoffman, Alan N. and Bamford, Charles E. (2018) *Strategic Management and Business Policy*, 15<sup>th</sup> Ed. Chennai: Pearson India Education

## MBHR 307 ELECTIVE

### Course MBHRE 307A: MANAGING INNOVATION AND TRANSFORMATION

**Objective:** The objective of the course is to make the students develop the art of thinking afresh and to provide new and innovative solutions to the problems by unleashing their creative potential, and developing the ability to lead transformation.

#### Contents:

**Unit I- Managing Creativity in Organizations:** Managing creativity- an overview; Understanding creativity; Unblocking creative potential; Creativity techniques (brainstorming; lateral thinking; forced relationship; morphological analysis; attribute listing, etc.); Practical exercises on Edward de Bono Six Thinking Hats.

**Unit II- Managing Innovation:** Introduction to concepts of orbit-shifting innovation; Internalizing the basic capabilities required for innovation; Strategies for innovation; Strategies for fast paced innovation; Frugal innovation; Case studies on innovation and practical exercise on innovative idea generation.

**Unit III- Management of Transformation:** Transformation- concept and significance; Management of transformation through new technology and innovations- innovative technology – autonomous vs. induced inventions; Disruptive technology - mobile machines and the - internet of things, driverless cars, etc; Case Studies on transformation.

**Unit IV- Management of Transformation through Business Process Reengineering:** BPR as a tool of managing transformation; BPR – An imperative for survival; Reengineering imperative in USA, Europe, India, et al; Five steps methodology to implement BPR; Practical exercise on BPR and case studies on BPR.

**Unit V- Leadership in Transformation:** Transformational Leadership - role of transformational leaders in turnaround management, downsizing, mergers and acquisitions; Developing a personal leadership approach for today's global business; Emerging dimensions in creativity, innovation, and organizational transformation.

**Note: Note: Appropriate Cases in the above topics to be discussed**

#### References:

Anderson & Markides (2007). *Strategic Innovation at Base of the Pyramid*, SMR.

Champy, James. & Hammer, Michael (2003). *Reengineering the Corporation*. London: Collins Business Essentials

Coulson Thomas, C. (2004) *Transforming the Company*, 2<sup>nd</sup> Ed. New Delh: Kogan Page India.

Jayaraman, M.S., Ganesh, Natarajan & A. V. Rangaramanujan (2012). *Business Process Reengineering*. New Delhi: Tata McGraw-Hill Publishing Co. Ltd.

Kelly, James N. & Francis, J. Gouillart (1995). *Transforming the Organization*. New York: McGraw-Hill.

Maital, Shiom. & Sheshadri, DVR. (2012). *Innovation Management: Strategies, Concepts and Tools for Growth and Profit*, 2<sup>nd</sup> Ed. New Delhi: Response Books

Prahalad (2004). *The fortune at the bottom of the pyramid*. Pearson Publications

Whittakar, D. H. (1990) *Managing Innovations: A Study of British and Japanese Factories*. Cambridge: Cambridge University Press.

## Course MBHRE 307B: EMPLOYEE COUNSELLING

**Course Objectives:** To provide insights to students for handling behavioural issues at work place by developing counselling skills. It is to help managers and supervisors to develop counselling skills and apply them appropriately in the right situation with the expected outcomes.

### Course Content:

**Unit I:** Overview of Counselling – Introduction to Counselling: Historical evolution; Definition-Common elements; Counselling and Psychotherapy and Instruction; Why workplace Counselling – Goals of Counselling

**Unit II:** Theoretical Foundations of Counselling: Elements of a Theory; Psychoanalysis; Behaviourism; Humanism

**Unit III:** Counsellor's attitudes and Skills in Counselling: Qualities of a Counselor; Counselor's needs in Counselling; Personal characteristics of an effective Counsellor

**Unit IV:** Counselling Process: 5 D Model of counselling process; Initial Interview – Assessing Client's needs; Rational Emotive Behaviour Therapy (REBT); Final phase – Role of Emotions

**Unit V:** Organizational Applications of Counselling Skills: Changing behaviour through Counselling; Specific Techniques; Context of Counselling; Role conflicts of Managers and Counsellors; Counselling at work place; Problem subordinates; Ethics in Counselling

**Note: Appropriate Cases in the above topics to be discussed**

### References:

Carroll M. (1996). *Workplace Counselling*. New Delhi: Sage publications.

Corey, Gerald. (2019) *Theory and Practice of Counselling and Psychotherapy*, 10<sup>th</sup> Ed. New Delhi: Cengage Learning India.

Gladding, Samuel T. &Batra, Promila.(2018)*Counselling*. 8<sup>th</sup> Ed. Chennai: Pearson India.

Kottler, J.A.,& Shepard, D. S. (2009). *Counseling Theories and Practices*.Cengage Learning.

Moursund, J. (1990). *The Process of Counseling and Therapy* (1st ed.). Englewood Cliffs NJ: Prentice hall.

Nelson- Jones, Richard. (2022) *Theory and Practice of Counselling and Therapy*, 5<sup>th</sup> Ed. New Delhi: Sage South Asia.

Patterson, L. E., &Welfel, E. R. (2004). *The Counseling Process: A Multi-theoretical Integrative Approach*, 6<sup>th</sup> Ed. Cengage Learning

Singh, Kavita (2015). *Counseling Skills for Managers*, 2nd ed. New Delhi: PHI Learning

## **Course MBHR401: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Course Objective:** The course aims to explore and understand the ethical aspects of business, and application of Corporate Governance in business enterprises.

### **Contents:**

**Unit I- Business Ethics:** Definition and nature of Business ethics-Need and benefits of business ethics- History of the development of business ethics- Values and ethics in business- Characteristics of an ethical organization- Indian ethical traditions

**Unit II- Organizational and Individual factors:** Corporate culture and Business ethics; Code of Conduct- Conflicts and ethical dilemmas- Sources and resolutions; Ethics training and communication; Environmental ethics- Business response to environmental issues; Ethical decision making frameworks. Ethics and Business discipline: Ethics of Marketing and Advertising- Ethics of Finance & Accounting-Ethics of Human Resource Management; Globalization & Business ethics.

**Unit III- Corporate Governance Concepts and Framework:** An overview of Corporate Governance- Concept and characteristics of Corporation; Owners and Stakeholders; Global Corporate Governance practices: Anglo- American Model; German model- Japanese model- Landmarks in the emergence of Corporate Governance

**Unit IV- Corporate Governance in India:** The Companies Act; Board of Directors- Role and responsibilities- Board diversity- Training for Directors; Importance of Independent Directors- Kumar Mangalam Birla committee- Irani Committee- Financial oversight and Audit mechanism- Audit Committee- Disclosure mechanism- Role of SEBI

**Unit V- Issues and Challenges in Corporate Governance:** Importance of Compliance; Shareholders' rights and responsibilities- Shareholder activism; Role of Government in Corporate Governance; Corporate Social Responsibility; Emerging challenges in Corporate Governance

**Note: Appropriate cases to be discussed.**

### **References:**

Fernando, A.C. (2012). *Business Ethics and Corporate Governance*, 2<sup>nd</sup> Ed. Chennai:Pearson India

Robert, A. G. Monks&Nell, Minow (2011). *Corporate Governance*. 5<sup>th</sup> Ed. New Delhi: John Wiley India.

SEBI (2015), Chapter IV, Listing Obligations and Disclosure Requirements Regulations. *Unit(s)*

Sharma, J.P. (2016). *Corporate Governance, Business Ethics and CSR*. Delhi: Ane Books.



## Course MBHR 402: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**Objective:** This paper intends to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international context.

### Contents:

**Unit I-International Context of HRM:** Introduction to IHRM; Human resource management in the international firm- the framework; Cross national differences in personnel and organizations- cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

**Unit II- International Cultural Environment:** The concept of culture, comparison of cross-cultural behaviour, managing diversity- causes of diversity, the paradox of diversity, cultural orientation in international business, emic vs. etic dilemma- cultural uniqueness vs. pan-culturalism.

**Unit III-International Staffing:** Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate management- problems of repatriation of overseas expatriates and strategies to tackle these problems.

**Unit IV-Training, Development and Compensation in International Perspective:** Training and development for expatriates; Training and development for international staff; Compensation in international perspective- factors, package, methods and trends; International reward system; Motivation in cross-cultural context; Multinational performance appraisal – criteria and process, performance management.

**Unit V- Industrial Relations and Other Issues in IHRM:** A framework for international industrial relations; Employees participation – practices in various countries; Cross border ethics management; Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- complexities, challenges, and choices in future.

**Note: Appropriate Cases in the above topics to be discussed**

### References:

Aswathappa, K. and Dash, S. (2017). *International Human Resource management*. 2<sup>nd</sup> Ed., New Delhi: McGraw Hill Education India

Barlett, Christopher and Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.

Dowling, Peter J., Festing M. & Engle, A.D. (2017). *International Human Resource Management*. 6<sup>th</sup> Ed. Cengage Learning.

Tayeb, M.H. (2004). *International human resource management*. New Delhi: Oxford University Press.

Harzing, A. W. & Pinnington, A. (2015). *International Human Resource Management*, 4<sup>th</sup> Ed. New Delhi: Sage India.

## Course MBHR403: STRATEGIC HUMAN RESOURCE MANAGEMENT

**Objective:** To impart knowledge related to the strategic issues surrounding people at the work front and to expose the students towards multidimensional competitive forces affecting HR decisions.

### Contents:

**Unit I-Introduction:** Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & corporate strategy; Challenges in SHRM; Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies and HR competency model.

**Unit II-HR Strategies:** Importance of HR in strategy formulation, strategic approach to HR functions (planning, acquisition, training, development, reward and compensation); Types of HR strategies, strategic HRD, developing HR strategies; Managing workforce diversity.

**Unit III- SHRM in Practice:** Identifying strategic positions; Managing employee relations - unions and strategic collective bargaining; Strategic change, restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioural issues in strategy implementation. **Unit IV- SHRM and Business Performance:** SHRM for competitive advantage; High performance work systems and SHRM; HRM and firm performance; Evaluating SHRM effectiveness; HRM and customer outcomes; HR metrics; HC BRidge framework model.

**Unit V- Trends and Issues in SHRM:** HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; Seat at the table effort; HRM in developing countries; Technology and HRM; Corporate ethics, values and SHRM; Future of SHRM.

**Note: Appropriate Cases in the above topics to be discussed**

### References:

Agarwala, T. (2007). *Strategic Human Resource Management*. New Delhi: Oxford University Press

Greer, C.R. (2001). *Strategic Human Resource Management: A general managerial approach*. New Delhi: Pearson Education India.

Mello, Jeffrey. A. (2015). *Strategic Management of Human Resources*. 4<sup>th</sup> ed. Delhi: Cengage Learning India

Schuler, R. S. & Jackson, S. E. (2007). *Strategic Human Resource Management*. India: Wiley.

Ulrich, D. (1996). *Human Resource Champions: the next agenda for adding value and delivering results*. Boston: Harvard Business School Press.

## Course MBHR 404: HR ANALYTICS

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employee behavior.

### **Contents:**

**Unit I-Introduction to HR Analytics:** Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.

**Unit II- Approaches to Data Analytics:** Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.

**Unit III- Dynamics of HR Metrics:** People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.

**Unit IV- Data Mining Techniques:** Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.

**Unit V- Decision Making Based on Analytics:** Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

### **Readings**

Edwards, M. & Kirsten Edwards, K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page.

Isson, J.P. Harriott & J.S. (2016). *People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent*. John Wiley & Sons. *Unit(s) – II*

James, E.R. (2017). *Business Analytics*. UK: Pearson Education Limited. *Unit(s)*

## **Course MBHR405: IR LAWS AND MANAGEMENT OF DISCIPLINE**

**Course Objective:** The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanisms for the purpose.

**Unit I:** INDUSTRIAL EMPLOYMENT (STANDING ORDERS)ACT, 1946 - Standing Orders – Introductory aspects; Certification of Standing Orders; Modification and Temporary Application of Standing Orders; Interpretation and Enforcement of Standing Orders; Payment of Subsistence Allowance and Disciplinary Procedure • Domestic Inquiry and Disciplinary Action at the Firm Level • Model Standing Orders.

**Unit II**INDUSTRIAL DISPUTES ACT, 1947 Objects, Scope and Application of the ID Act – Definitions: Appropriate Government – Award – Controlled Industry – Industry – Industrial Dispute – Workman; Strike –Lockout- Prohibition of Strikes & Lockouts – Public Utility vs. Nonpublic Utility Services - Illegal strikes. Wages for strike and lockout period--- Notice of change in conditions of service; Lay-off and Retrenchment • Retrenchment; Closure ---- Termination ; Works Committee – Conciliation – Arbitration –Adjudication – Labour Court – Industrial Tribunal – National Tribunal – Court of Enquiry – Grievance Redressal Committee – Settlement. ; Misconduct – Charge sheet- Domestic Enquiry – Punishments

**Unit III:** THE TRADE UNIONS ACT, 1926- • Basic Provisions of the TU Act such as definitions • Registration of Trade Unions • Trade Unions’ Fund & Members and Office-bearers and Outsiders in Trade Unions • Privileges and Liabilities of Registered Trade Unions • Penalties and Procedure • A brief discussion of Recognition of Trade Unions – Selected State Laws & Procedures & Unfair Labour Practices

**Unit IV** Discipline and grievance redressal machinery-purposes and procedures of disciplinary actions, relevant legislation relating to disciplinary proceedings, judicial control of labour court and industrial tribunals, provision relating to termination of service.

**Unit V** Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization-meaning and scope of interference of industrial tribunal cases.

### **References**

Chaturvedi, R.G., Departmental Enquiries and Disciplinary Actions, Law Book Co.

Ghaiye, B.R., Law and Procedure of Departmental Enquiries, Eastern Book Co., Lucknow.

Malik, P.L.,(2015) *Industrial Law*, Lucknow: Eastern Book Company.

Prabhakar Rao, DVSR. (1997). *Management of Discipline*, Hyderabad: Law Publishing House

## **MBHR 406: TALENT MANAGEMENT**

**Course Objectives:** To facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations.

### **Contents:**

**Unit I:** Definition and Scope of Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

**Unit II:** Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management

**Unit III:** Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

**Unit IV:** Diversity and Talent; Talent management and future directions Unit V: Talent Analytics; Preparing a talent development plan

### **Suggested Readings:**

1. Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). *The Oxford Handbook of Talent Management*: Oxford University Press.
2. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge.
3. Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) *Strategic Talent Management: Contemporary Issues in Global Context*. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015). *Do We Need HR? Repositioning People Management for Success*. Palgrave Macmillan
5. Born, M. and Heers, M. (2009) *Talent Management: Alternatives to the single-ladder*

## **MBHRE 407A: Elective- KNOWLEDGE MANAGEMENT**

**Course Objective:** To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned to facilitate management of knowledge.

### **Contents:**

**Unit I- Introduction:** Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy.

**Unit II- KM Process & Knowledge Creation:** Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, Ba model.

**Unit III- Knowledge Management Soft Support System:** Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers;

**Unit IV- KM Systems and Tools:** Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents.

**Unit V- Knowledge Strategies:** Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead.

**Note: Appropriate case studies to be discussed.**

### **References:**

- Awad, Elias M. & Ghaziri, Hassan M. (2004). *Knowledge Management*. Chennai: Pearson Education India
- Davenport, T. H. & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business Press.
- Debowski, Shelda. (2007). *Knowledge Management*. New Delhi: John Wiley & Sons India.
- Hislop, D. (2013). *Knowledge Management in Organizations: A Critical Introduction*. New Delhi: Oxford University Press.
- Newell, S., Robertson, M., Scarbrough, H. & Swan, J. (2009). *Managing knowledge work and innovation*. Gurgaon: Palgrave Macmillan India

## **MBHRE 407B: Elective- NEGOTIATION AND CONFLICT MANAGEMENT**

**Course Objectives:** To familiarize the students with the structure and dynamics of negotiation, and intended to help students develop their skills in effective use of different forms of influence and persuasion strategies in the decision-making process. This course is designed to facilitate students' thinking of negotiation as a problem-solving tool and improving their negotiating skills while engaging in important real-world negotiations at work.

### **Contents:**

**Unit I:** Organization conflict- origins of conflict – Dispute prevention-Conflict resolution process- Techniques of conflict resolution

**Unit II:** Basics of Influence; Managerial influence tactics; Social and Psychological Influence strategies; learning to apply influence strategies in work and other settings; power and influence..

**Unit III:** Persuasion concepts; role of persuasion in strategic leadership

**Unit IV:** Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy.

**Unit V:** Influence of culture on negotiation; Gender issues in negotiation- Ethical issues to guide negotiation

**Note: Appropriate case studies to be discussed.**

### **References**

1. Brett, J.M. (2014). *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries*, 3<sup>rd</sup>ed. San Francisco: Jossey-Bass.
  2. Carrell, M. R., and Heavrin, C. (2008) *Negotiating Essentials: Theory, Skills, and Practices*. Pearson Prentice Hall.
  4. Cialdini, R. B. (2008). *Influence: Science and Practice*. 5th Ed. New York: Allyn and Bacon.
  5. Lewicki, R.J., Barry, B. & Saunders, D.M. (2015). *Essentials of Negotiation*. 6th ed. New York: McGraw Hill.
  6. Moore, Christopher W. & Woodrow, Peter J. (2010). *Handbook of Global and Multicultural Negotiation*. San Francisco: Jossey Bass
  7. Singh, B.D. (2008). *Managing Conflict and Negotiation*. New Delhi: Excel Books.
  8. Thompson, L. L. (2012). *The Mind and Heart of the Negotiator* (5th ed.). Upper Saddle River, NJ: Pearson.
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