

Common broad structure of syllabus under Choice Based Credit System (CBCS) for all Post Graduate Department of Studies under Faculty of Science, BU.

Revised Framing of M.Sc. Biotechnology CBCS Syllabus, 2020

Semester I

Course				Lect. Hr /week	Dur. of Exam (in H)	Marks			Credit
Course code	Type	T/P	Name			I.A.	E.T	Total	
MSBT101 Unit I Unit II	Core	T	Biochemistry & Cell Biology	2T 2T	2H	10	20 20	50	4
MSBT102 Unit I Unit II	Core	T	Developmental Biology & Molecular Biology	4T 2T	3H	15	40 20	75	6
MSBT103 Unit I Unit II	Core	T	Analytical Techniques & Biostatistics and Computer Application	2T 2T	2H	10	20 20	50	4
MSBT104 Unit I Unit II	Core	P	Biochemistry & Cell Biology	4P 4P	4H	10	20 20	50	4
MSBT105	Core	P	Molecular biology	4P	2H	5	20	25	2
MSBT106 Unit I Unit II	Core	P	Analytical Techniques & Biostatistics and Computer Application	4P 4P	4H	10	20 20	50	4
				Total credit					24

T/P: Theory/Practical

Semester II

Course				Lect. Hr /week	Dur. of Exam (in H)	Marks			Credit
Course code	Type	T/P	Name			I.A.	E.T	Total	
MSBT201 Unit I Unit II	Core	T	Immunology & Genetics	2T 2T	2H	10	20 20	50	4
MSBT202 Unit I Unit II	Core	T	Microbiology & Industrial Applications & Genetic Engineering	2T 2T	2H	10	20 20	50	4
MSBT203	Core	T	Bioinformatics	2T	1H	5	20	25	2
MSBT204 Unit I Unit II	Core	T	IPR & Biosafety Bioentrepreneurship	2T 2T	2H	10	20 20	50	4
MSBT205 Unit I Unit II	Core	P	Immunology & Genetics	4P 4P	1H 1H		20 20	50	4
MSBT206 Unit I Unit II Unit III	Core	P	Microbiology & Industrial Applications & Genetic Engineering & Bioinformatics	4P 4P 4P	1H 1H 1H	15	20 20 20	75	6
					Total credit				24

Course outline for MA in Sanskrit (CBCS)

(Effective from the academic session 2020-2022)

FIRST SEMESTER

Semester-I	Course code	Course Type	Course Status	Marks Distribution(End Sem + Internal Assessment)	Credit Value of the course
	MASANS-101	TH	VEDIC HYMNS AND HISTORY OF VEDIC LITERATURE	40+10=50	5
	MASANS-102	TH	MEGHADUTA AND HARSACARITA	40+10=50	5
	MASANS-103	TH	BHASAPARICCHEDA (PART-I) AND SANSKRIT PHILOLOGY	40+10=50	5
	MASANS-104	TH	ARTHASASTRA AND ASOKAN EDICTS	40+10=50	5
	MASANS-105	TH	KENOPANISAD AND KRSIPARASARA	40+10=50	5
				Total Marks-250	Total Credit-25

THIRD SEMESTER

Semester-III	Course code	Course Type	Course Status	Marks Distribution (End Sem + Internal Assessment)	Credit Value of the course
	MASANS-301	TH	SIDDHANTAKAUMUDI AND INSCRIPTIONS	40+10=50	5
	MASANS-302	TH	RESEARCH METHODOLOGY & MANUSCRIPTOLOGY AND MRCCHAKATIKA (PART-II)	40+10=50	5
	MASANS-303(A/B/C/D/E)	TH	Major Elective KAVYA-I/DARSANA-I/VEDA-I/ EPIGRAPHY-I/VYAKARANA-I	40+10=50	5
	MASANS-304 (A/B/C/D/E)	TH	Major Elective KAVYA-II/DARSANA-II/VEDA-II/ EPIGRAPHY-II /VYAKARANA-II	40+10=50	5
	MASANS-305	TH	Interdisciplinary Elective KAVYA/DARSANA/VEDA/EPIGRAPHY /VYAKARANA	40+10=50	4
				Total Marks-250	Total Credit-24

FOURTH SEMESTER

Semester -IV	Course code	Course Type	Course Status	Marks Distribution(End Sem + Internal Assessment)	Credit Value of the course
	MASANS-400	Practical	Community Engagement Course	20+5=25	2
	MASANS-401	TH	MAHABHASYA, AND, SAMKHYAKARIKA	40+10=50	5
	MASANS-402	TH	PRAKRTAPRAKASA AND ATHA KIM	40+10=50	5
	MASANS-403(A/B/C/D/E)	TH	Major Elective KAVYA-III/ DARSANA-III/ VEDA-III/ EPIGRAPHY-III/ VYAKARANA III	40+10=50	5
	MASANS-404(A/B/C/D/E)	TH	Major Elective KAVYA-IV/ DARSANA-IV/ VEDA-IV/ EPIGRAPHY-IV/ VYAKARANA-IV	40+10=50	5
	MASANS-405	PR/Project	CORE COURSE	40+10=50	5
				Total Marks-275	Total Credit- 27
Total marks in MA Course in Sanskrit : 1025					Total Credits : 101



The University of Burdwan

Department of Library and Information Science
Burdwan – 713 104, West Bengal

MASTER OF LIBRARY AND INFORMATION SCIENCE (M.Lib.I.Sc.)

SYLLABUS (Choice Based Credit System)

With effect from 2020-2021 academic session

[Revised and Restructuring Syllabus to be effected having academic session : 2020-2021]

Approved in the PGBS meeting held on 18.11.2020

Approved in the PGBS meeting held on 25.04.2022

Approved in the PGBS meeting held on 10.05.2022

Approved in the PGBS meeting held on 27.05.2025

In the syllabus 'Paper' shall be designated as 'course'.

The PG syllabus shall have 1020 marks divided into 20 courses of 50 marks each and an additional 20 marks for Library Community Development Programme (Community Engagement Course).

Each course of 50 marks shall be of 5 credits each except the Inter-disciplinary Elective course which shall be of 4 credits and Library Community Development Programme (Community Engagement Course) shall be of 2 credits.

In LIS 305(A/B/C/D), students may opt for a 4 credit course from SWAYAM Platform and can avail the option of credit transfer. A candidate has to earn at least 101 credits to earn PG degree.

The credits to be earned in various semesters are as follows:

	First Semester	Second Semester	Third Semester	Fourth Semester
Core Courses (Compulsory)	25	25	10	15
				(Including the course on Project)
Major Elective Courses (Departmental)			10	10
Interdisciplinary Elective (Extra-departmental/SWAYAM Platform)			4	
Community Engagement Course (Compulsory)				2
Total	25	25	24	27
Grand Total	101			

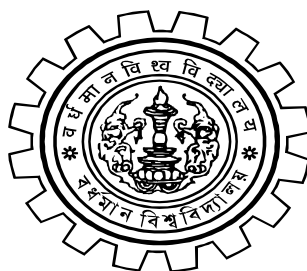
Detailed Structure of Syllabus:

Semester	Courses		Remarks
I	MLIS101	Library and Society	All courses are Departmental Core Courses and Compulsory
	MLIS102	Knowledge Organization	
	MLIS103	Resource Description	

	MLIS104	Library Information Technology	
	MLIS105	Information Sources and Services	
II	MLIS201	Library System Management	All courses are Departmental Core Courses and Compulsory
	MLIS202	Document Classification	
	MLIS203	Document Cataloguing	
	MLIS204	Content Designation and Metadata Encoding	
	MLIS205	Information Systems and Users	
III	MLIS301	Information Communication and Management	Core Course
	MLIS302	Information Retrieval	Core Course
	Major Elective -I		Major Elective -I
	MLIS303A	Automated Library System	Select One
	MLIS303B	Digital Resource Management	
	MLIS303C	Technical Writing	
	MLIS303D	Digital Preservation	
	Major Elective -II		Major Elective -II
	MLIS304A	Neoteric Library Technology	Select One
	MLIS304B	Content Management and Web Products	
	MLIS304C	Library Networking	
	MLIS304D	Learning Content Management System	
	Interdisciplinary Elective		Interdisciplinary Elective
	MLIS305A	Current Trends in LIS	

	MLIS305B	Medical Information Systems and Services	Select One
	MLIS305C	Agricultural Information Systems and Services	
	MLIS305D	LIS Education	
	MLIS400	Library Community Development Programme <i>(30 hours of involvement with at least 50 per cent field work)</i>	Compulsory (Community Engagement Course)
IV	MLIS401	Digital Library System	Core Course
	MLIS402	Research Methodology	Core Course
	Major Elective -III		Major Elective -III
	MLIS403A	Community Information System	Select One
	MLIS403B	Academic Library System	
	MLIS403C	Informetrics	
	MLIS403D	Web Scale Library Discovery Services	
	Major Elective -IV		Major Elective -IV
	MLIS404A	Semantic Digital Repository	Select One
	MLIS404B	Open Access System	
	MLIS404C	Library and Information Profession and Related Agencies	
	MLIS404D	Library Functions and Operations	
	Project		
	MLIS405	Guided Research Project	

**ENVIRONMENTAL SCIENCE
THE UNIVERSITY OF BURDWAN**



**M. Sc. SYLLABUS SEMESTER SYSTEM
[CHOICE BASED CREDIT SYSTEM]**

[w. e. f. 2020- '21]

**DEPARTMENT OF ENVIRONMENTAL SCIENCE
THE UNIVERSITY OF BURDWAN
BURDWAN-713104**

SEMESTER- III (TOTAL MARKS: 300)

Course				Lect. h/week	Dur. of Exam (in h)	Marks			Credit
Course code	Type	T/P	Name			I.A.	E.T.	Total	
MSES301	Core	T	Biodiversity Conservation & Sustainable Development	4	2	10	40	50	4
MSES302	Core	T	Emerging Environmental Problems, Health Hazards & Genetic Engineering	4	2	10	40	50	4
MSES303	Core	T	Remote Sensing & GIS	4	2	10	40	50	4
MSES304	GE	T	Environmental Perspectives or MSWM: May be opted from SWYAM	2	2	05	20	25	2
MSES305-1	DE	P	Practical on RS & GIS, EIA & Diseases	8	4	10	40	50	4
MSES305-2	DE	T	Ecological Modelling and GIS for Environmental Applications	4	2	10	40	50	4
MSES305-3	DE	T	Ecotoxicology & Industrial Microbiology	4	2	10	40	50	4
MSES306-1	DE	T	May be opted from SWYAM	4	2	10	40	50	4
MSES306-2	DE	T	Forest Ecology and Oceanography	4	2	10	40	50	4
MSES307	Core	P	Community Engagement Activities	4	2	05	20	25	2
Total Credit								24	

GE: Generic Elective; DE: Discipline-centric Elective

SEMESTER- IV (TOTAL MARKS: 300)

Course				Lect. h/week	Dur. of Exam (in h)	Marks			Credit
Course code	Type	T/P	Name			I.A.	E.T.	Total	
MSES401	Core	T	Environmental Impact Assessment & Environmental Laws	4	2	10	40	50	4
MSES402	Core	T	Environmental Toxicology & Hazardous Wastes	4	2	10	40	50	4
MSES403	Core	T	Environmental Biotechnology	4	2	10	40	50	4
MSES404-1	DE	T	Environmental Issues, Economics & Environmental Management	4	2	10	40	50	4
MSES404-2	DE	T	Environmental Engineering and Science	4	2	10	40	50	4
MSES405-1	DE	P	Practical of Toxicological Testing	8	4	10	40	50	4
MSES405-2	DE	P	Practical of Spatial Data Analysis and Ecological Modelling	8	4	10	40	50	4
MSES406	Core	P	Dissertation Work	4	4	10	40	50	4
							Total Credit		24

**M Tech
in
Electronics and Communication
Engineering (Microwaves)**

SYLLABUS



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Examinations for MW 301 will be held at the end of semester III. For Project I, a student has to submit a mid-term project report and to appear in a mid-term project viva voce. It would consist of a presentation and viva-voce examination.

For MW 302, the students would be assigned individual topics related to course curriculum. At the end of the semester, they have to submit a report on the topic and, to deliver and defend a presentation/ They have to select the Minor Elective Paper from other AICTE Approved Departments of this University.

MW 401 and MW 402: Project II and Grand Viva-Voce

Examinations for MW 401 will be held at the end of semester IV after the completion of the project work. In semester IV examination, a student has to submit the final dissertation based on the total project works carried out along with a presentation.

A student has to appear before a board of examiners at the end of Semester IV, for a grand viva-voce examination covering the entire course curriculum.

Course Outcome for MW 301 and MW 401:

- Students will have the experience of working in any one laboratories of repute in our country like CSIR-CEERI, Rajasthan, NPL, New Delhi; MTRDC, Bangalore, SAC, ISRO etc. including The University of Burdwan.
- Students will gain an experience on working on research topics/ application domain extensively of one-year duration

Course Outcome for MW 302:

- Students will have to undergo a self-study-based activity for the entire semester
- Would acquire knowledge on the allotted topic

Course Outcome for MW 402:

Students would gain an idea about how far he/ she has learned during the two-year study of M Tech in Electronics & Communication Engineering (Microwaves).

Detailed Syllabus (Theory Papers)

MW 101 (Advanced Electromagnetic Engineering)

Electromagnetic potentials; Poisson's equations in scalar and vector potentials; propagation of electromagnetic waves in dielectric and conducting medium; Gauge transformation; Lorentz condition; Lorentz Gauge; rectangular and co-axial wave guides; application of Green function in electromagnetics, Liénard–Wiechert potential; Rayleigh scattering; relativistic electrodynamics: Gallilean and Lorentz transformations; Length contraction; time dilation; 4-D space; 4-D length; 4-D velocity and 4-D acceleration; basic electromagnetic equations in 4-D space; electromagnetic field tensor, Maxwell's field equations in 4-D space using electromagnetic field tensors.

Electromagnetic theory and special theory of relativity.

Recommended Books:

1. J. Kraus and D. Fleisch, *Electromagnetics with Applications*, McGraw Hill Education
2. M. N. O. Sadiku and S. V. Kulkarni, *Principles of Electromagnetics*, Oxford University Press
3. C. A. Balanis, *Advanced Engineering Electromagnetics*, Wiley India Pvt Ltd
4. J. A. Stratton, *Electromagnetic Theory*, MGH
5. Panofsky and Philips, *Classical Electrodynamics*, Addison Wesley Publishing Company Ltd
6. Jordan and Balmain, *Electromagnetic Waves and Radiating Systems*, PHI
7. R. F. Harrington, *"Time-Harmonic Electromagnetic Fields"*, Wiley

Course Outcome:

- To gain the analytical skill on Electromagnetic Theory
- To become able to apply the knowledge in EM design problems

MW 102 (Microwave & mm Wave Circuits)

Network theorem at microwave frequencies; Foster's reactance theorem.

Transmission line theory: lumped element circuit model; the telegrapher equations; terminated lossless transmission line; generator and load mismatches; lossy transmission lines.

Microwave network analysis: the scattering matrix; the transmission matrix; ABCD matrix techniques; signal flow graph.

Smith chart: Impedance and admittance Smith chart; applications.

Waveguides; coaxial line; stripline; microstrip; wave velocities and dispersion; excitation of waveguides; coplanar waveguides; microstrip bends and discontinuities.

Impedance matching and tuning: matching with lumped elements; single-stub tuning; double stub tuning; the quarter wave transformer; theory of small reflections; binomial and Chebyshev matching transformer; tapered lines; the Bode-Fano criterion.

Microwave resonators: series and parallel resonant circuits; loaded, unloaded and external Q, transmission line resonators; waveguide cavities; dielectric resonators; stepped impedance resonators; excitation of resonators.

Elements of microstrip coupled lines: introduction; analysis methods; introduction to multi conductor transmission line.

Planar microwave components: power dividers and couplers; branch line coupler; rat race hybrid coupler.

Microwave filters synthesis and design.

RF behavior of passive components; microwave lumped elements: basic lumped elements; model extraction; scalable models.

Ferrite materials and non-reciprocal circuit components.

Recommended Books:

1. A. Das and S. K. Das, *Microwave Engineering*, McGraw Hill Education.
2. S. Das, *Microwave Engineering*, Oxford University Press.
3. K. C. Gupta, *Microwaves*, New Age International
4. N. Marcuvitz, *Waveguide Handbook*, McGraw-Hill Book Company Inc
5. K. Kurokawa, *An Introduction to the Theory of Microwave Circuits*, Academic Press

Course Outcome:

- Understanding on microwave & mm Wave passive circuits and systems
- Expertise on analysis, design, simulation, fabrication and measurement of passive microwave and mm-wave circuits

MW 103 (Microwave & mm Wave Vacuum and Solid State Devices)**RF and Microwave tubes:**

Vacuum tube microwave device physics: Beam field interaction; power frequency limitation, device size limitations; special features of microwave tubes.

Non relativistic electron tubes: Parallel field type – Klystron, Reflex Klystron, Helix TWT, coupled cavity TWT, Twystrons; Crossed field type – magnetrons, FWCFA, carcinotron.

Relativistic electron tubes: gyrotrons; free electron LASER.

RF and Microwave Devices:

Diodes; high-frequency equivalent circuit; Schottky barrier diode; varactor diode; PIN diode; Applications.

Tunnel diodes; Impact ionization; IMPATT and other related diodes; small-signal analysis and model of IMPATT diode; TRAPATT; BARRITT.

Transferred electron devices; differential negative resistance and two-valley model of Gunn effect devices; modes of operation; waveguide cavity Gunn oscillator.

Three terminal devices; BJT, MESFET, MOSFET, HFET, HEMT – device physics, characteristics, model.

Recommended Books:

1. A. S. Gilmour, “*Microwave Tubes*”, Artech House
2. A. S. Gilmour, “*Principle of Travelling Wave Tubes*”, Artech House
3. K. C. Gupta, *Microwaves*, New Age International
4. S. Y. Liao, *Microwave Devices and Circuits*, Pearson Education
5. R. E. Collin, *Foundations for Microwave Engineering*, Wiley
6. S. Das, *Microwave Engineering*, Oxford University Press
7. M. L. Sisodia, “*Microwave Active Devices: Vacuum and Solid State*”, New Age Publishers

Course Outcome:

- Understanding on microwave & mm Wave vacuum tubes and solid-state devices
- To learn about the design issues of high frequency tube amplifiers and oscillators
- To learn about analysis and modelling of microwave solid-state devices

MW 104 (Antenna, Radio Wave Propagation and EMI/ EMC)

Antenna:

Antenna parameters; radiation from wires and loops; infinitesimal dipole; finite-length dipole; linear elements near conductors; small circular loop.

Aperture antenna: Huygens' principle; radiation from rectangular and circular apertures; design considerations; Babinet's principle; Fourier transform method in aperture antenna theory.

Horn and reflector antennas: radiation from sectoral and pyramidal horns; design techniques; parabolic reflector.

Printed antenna: basic characteristics; feeding methods; methods of analysis; design of rectangular and circular patch antennas; bandwidth enhancement techniques.

Antenna arrays and beam pattern: analysis and synthesis; dielectric resonator antennas; ultra wideband antennas; active antennas; antenna measurements.

Radio wave propagation:

Antenna located over flat and spherical earth; coverage diagram, its application and interference formulas.

Modes of propagation: LOS and radio horizon; non-LOS propagation – indirect, tropospheric and ionospheric propagation; propagation effects as a function of frequency.

Need for modeling propagation; model selection and application.

Communication systems and link budget.

Atmospheric effects; fading and multipath characterization; indoor and outdoor propagation model; microwave and mm wave propagation and rain drop attenuation.

EMI/ EMC:

An overview of EMI/ EMC; EMI/ EMC requirements for electronic systems; source and characteristics of EMI; EMI control techniques; EMC applications; EMI/ EMC measurements.

Recommended Books:

1. C.A. Balanis, "Antenna Theory: Analysis and Design", Wiley
2. J.D Kraus, R. J. Marhefka and A. Khan, Antennas and Wave Propagation, MGH
3. R. S. Elliot, "Antenna Theory and Design", Wiley
4. S. R. Saunders and A. R. Zavala, "Antennas and Propagation for Wireless Communication Systems", Wiley
5. W. A. Stutzman and G. A Thiele, "Antenna Theory and Design" Wiley
6. R. Garg, P.Bhartia, I. Bhal, A. Ittipiboon, Microstrip Antenna Design Handbook, Artech House
7. R. E. Collin, "Antenna and Radio Wave Propagation", McGraw Hill
8. C. R. Paul, Introduction to Electromagnetic Compatibility, Wiley

Course Outcome:

- To learn about the basic analytical techniques in antenna engineering

- Expertise on analysis, design, simulation, fabrication and measurement of different microwave antenna
- To learn about different propagation model microwave signals
- To learn about EMI/ EMC and measurement

MW 105 (Digital Signal Processing)

Introduction to signals and signal processing; continuous time signals and systems; discrete time signals and systems – sampling process; transform domain representation of signals and systems – LT, FT, DTFT, DFT, Z-transform.

Infinite impulse response digital filter design: DF from continuous time domain filters; impulse invariant transformation; mapping techniques; bilinear transformation; stability consideration; frequency transformation.

Finite impulse response digital filter design: frequency response of linear phase filters; windowing techniques; some common windows; issues with windowing. Frequency sampling technique: convolution and correlation.

DSP hardware: special purpose hardware for digital filtering and signal generation.

Arithmetic circuits: Fast address; fast multipliers/ dividers; delay blocks; DSP chips.

Specialized DSP circuits: digital resonators; DDFS circuits; ADC/ DAC circuits.

Applications of DSP algorithms in speech analysis and radar signal analysis.

Recommended Books:

1. J. G. Proakis and D. G Manolakis, “*Digital Signal Processing: Principles, Algorithms, and Applications*”, Pearson
2. A. V. Oppenheim and R. W. Schaffer, “*Digital Signal Processing*”, Pearson
3. S. K. Mitra, “*Digital Signal Processing: A Computer based Approach*”, McGraw Hill
4. S. Salivhahanan, “*Digital Signal Processing*”, McGraw Hill
5. L. R. Rabiner and B. Gold, “*Theory and Application of Digital Signal Processing*”, PHI
6. M Hayes, “*Digital Signal Processing*”, McGraw Hill
7. C. T. Chen, “*Digital Signal Processing: Spectral Computation and Filter Design*”, Oxford University Press

Course Outcome:

- To learn the techniques involved in digital signal processing.
- Expertise on digital filter analysis and design
- To implement DSP algorithms through hardware and software

MW 106 (Communication Theory)

Random variables; probability distribution and probability densities; functions of random variables; statistical averages of random variables; some standard probability distributions; central limit theorem.

Random process; stationary process; mean, correlation, and covariance function; ergodic process; response of a linear time-invariant system to a random input signal; power density spectrum; Gaussian process.

Sampling theorem for bandlimited processes; discrete-time stochastic signal and systems; cyclostationary processes.

Representation of bandpass signals; Hilbert transform; linear bandpass systems; bandpass signals transmitted through bandpass systems; bandpass stationary stochastic process.

Noise: narrowband noise; narrowband noise in terms of in-phase and quadrature components; narrowband noise in terms of envelope and phase components; sine wave and narrowband noise.

Vector space; signal space; geometric representation of signals; orthogonal expansion of signals; representation of digitally modulated signal.

Continuous AWGN channel and vector channel; correlation detector; matched filter detector; the optimum detector; the maximum likelihood detection; MAP detection for signals with memory, probability of error.

Carrier recovery and symbol synchronization in demodulation; carrier phase estimation; joint estimation of carrier phase and symbol timing; performance of ML estimator.

Information theory; channel capacity and coding.

Recommended Books:

1. S. Haykin, *Communication Systems*, John Wiley & Sons
2. J. G. Proakis, *Digital Communications*, McGraw-Hill
3. B. P. Lathi, Z. Ding, H. M. Gupta, “*Modern Digital and Analog Communication Systems*”, Oxford University Press
4. H. Taub, D. Schilling, and G. Saha, “*Principles of Communication Systems*”, McGraw Hill
5. S. P. E. Xavier, “*Statistical Theory of Communication*”, New Age International
6. S. M. Moser and P. N. Chen, “*A Students Guide to Coding and Information Theory*”, Cambridge University Press.
7. R. M. Gray, “*Entropy and Information Theory*”, Springer

Course Outcome:

- To learn about the theoretical background related to present day digital communication systems
- To become able to apply the knowledge in different digital transmission systems for analysis, design and performance estimate

MW 201 (Computational Electromagnetics)

Review of EM theory and EM problems: classification of solution regions; differential equations; boundary conditions; review of analytical methods – separation of variable, Laplace’s equations and wave equation in different coordinate systems; useful orthogonal function.

Finite difference method: finite difference scheme; finite differencing of parabolic, hyperbolic and elliptic PDEs; application to partial boundary value problems.

Variational methods: element of calculus of variations; construction of functional from PDEs; Rayleigh Ritz method; weighted residual method – Galerkin method, practical application.

Moment methods: Element of integral equations; Greens function; application to quasi static problems, scattering problems, radiation problems etc.

Finite element method: basic scheme; application to standard EM problems.

Monte-Carlo method: random numbers and variables; evolution of error; numerical integration by Monte-Carlo method.

Transmission line matrix method: basic concepts.

Recommended Books:

1. M. N. O. Sadiku, “*Numerical Techniques in Electromagnetics with MATLAB*”, CRC Press
2. D. B. Davidson, “*Computational Electromagnetics for RF and Microwave Engineering*”, Cambridge University Press
3. R. Garg, “*Analytical and Computational Methods in Electromagnetics*”, Artech House.
4. R. Mitra, “*Computational Electromagnetics: Recent Advance and Engineering Applications*”, Springer
5. R. F. Harrington, “*Time-Harmonic Electromagnetic Fields*”, IEEE Press

Course Outcome:

- Would acquire the knowledge on different computational techniques in electromagnetics
- Would be able to apply the knowledge in different application domain of microwave and antenna engineering

MW 202 (Microwave & mm Wave Measurements)

Review of scattering parameter and microwave network analysis.

Uncertainty and confidence in measurement; application of Smith chart in microwave networks; slotted line technique; measurement of unknown impedance using slotted line.

Coaxial connectors in measurement.

Vector network analysis and network analyzer; construction; calibration technique – SOLT and TRL calibration; measurement procedure; X-parameters and NVNA basics.

RF and microwave power measurement.

Time domain reflectometry.

Measurement of quality factor of resonators.

Noise figure measurement; measurement accuracy; mismatch effects.

Attenuation measurement.

Signal analysis basics; Spectrum analyzer measurement and applications; phase noise measurement techniques and frequency stability.

Measurement of dielectric properties of materials at RF and microwave frequencies; RFIC and MMIC measurement techniques; probe station.

Recommended Books:

1. D. M. Pozar, *Microwave Engineering*, Wiley
2. K. C. Gupta, *Microwaves*, New Age International
3. A. Das and S. K. Das, *Microwave Engineering*, McGraw Hill Education
4. S. Das, *Microwave Engineering*, Oxford University Press
5. N. V. Carvalho, “*Microwave and Wireless Measurement Technique*”, Cambridge India
6. T. H. Lee, “*Planar Microwave Engineering: A Practical Guide to Theory, Measurement, and Circuits*”, Cambridge University Press
7. M. Sucher and J. Fox, “*Handbook of Microwave Measurements*”, Vol.I, II, and III, John Wiley & Sons

Course Outcome:

- Understanding the principle and working of equipment used in microwave and mm-wave measurement
- Students would become familiarized with the issues associated with microwave and mm-wave T&M
- To gain the practical skill on microwave and mm-wave T&M

MW 203 (Microwave & mm Wave Communication Systems)**Modulation techniques:**

Signal space analysis; binary digital modulation; M-ary digital modulation; error probabilities; effect of fading on bit error rates; spread spectrum modulation.

Wireless communication and network:

Evolution of wireless system; various impairments in wireless channels; modern wireless communication system; cellular concept; mobile radio signal propagation; modulation technique for wireless communication; equalization & diversity technique; coding technique for mobile communication; wireless network - WLAN, GSM, CDMA, GPRS, 3G & beyond.

Satellite communication:

Introduction; satellite orbit fundamentals; space segment and earth station; satellite links; multiple access schemes – FDMA, TDMA, CDMA, DAMA; packet radio – CSMA; ALOHA and slotted ALOHA.

Basic concepts:

OFDM, MIMO; software defined radio; cognitive radio; ultra wide band communication.

Recommended Books:

1. P. V. Sreekanth, *Course in Digital Microwave Communication Systems*, University Press
2. E. McCune, *Practical Digital Wireless Signals*, Cambridge University Press
3. J. G. Proakis, *Digital Communications*, McGraw-Hill
4. R. L. Peterson, R.E. Zeimer and D. E. Borth, *Introduction to Spread Spectrum Communications*, Pearson Education
5. A. F. Molisch, “*Wireless Communications*”, Wiley
6. S. Haykin and M. Moher, “*Modern Wireless Communications*”, Pearson
7. T. S. Rappaport, “*Wireless Communications: Principles and Practice*”, Pearson Education

8. J. Schiller, “*Mobile Communications*”, Pearson
9. G. Maral, M. Bousquet, *Satellite Communications Systems*, Wiley
10. T. T. Ha, “*Digital Satellite Communication*”, McGraw Hill
11. P. Banerjee, “*Satellite Communication*”, PHI Learning Private Limited
12. C. Bostian, J. Allnutt and T. Pratt, “*Satellite Communications*”, Wiley
13. A. K. Maini and V Agarwal, “*Satellite Communications*”, Wiley India

Course Outcome:

- Understanding on different modulation techniques used in microwave communication systems
- Would acquire knowledge on various wireless communication systems
- Students would become able to understand the working of various satellite-based communication systems
- Students would familiarize with most current ideas like software defined radio and cognitive radio

MW 204 (Radar, Remote Sensing and Navigational Systems)

Radar:

Introduction; basic radar range equation and modification; CW, FM and pulsed radar; MTI and pulsed Doppler radars; scanning and tracking radars; receiver; duplexer; display systems; ambiguity diagram; pulse compression; radar antennas; ECM and ECCM .

Remote sensing:

Overview; earth's atmosphere; land surface; oceans; land and sea ice; radiation budget; climate; radar altimeters; synthetic aperture radars (SAR); wind scatterometers; multispectral imaging; IR and microwave radiometers; concept of GIS.

Satellite based navigational systems:

Electronic navigation systems – global and regional; concepts of satellite based navigation systems – GPS, GLONASS, Galileo, Beidou, QZSS, NavIC; code and carrier phase based measurement techniques; augmentation; relative positioning – DGPS, RTK; Precise Point Positioning (PPP); Satnav applications.

Recommended Books:

1. M. Skolnik, “*Introduction to Radar Systems*”, McGraw Hill
2. P. Z. Peebles, “*Radar Principles*”, Wiley
3. E. F. Nathanson, “*Radar Design Principles: Signal Processing and the Environment*”, PHI
4. M. A. Richards, “*Fundamentals of Radar Signal Processings*”, McGraw Hill
5. G. Joseph and C. Jeganathan, “*Fundamentals of Remote Sensing*”, Universities Press
6. B. C. Panda, “*Remote Sensing: Principle and Applications*”, Viva Books
7. I. H. Woodhouse, “*Introduction to Microwave Remote Sensing*”, CRC Press
8. P. J. G. Teunissen and O. Montenbruck (Eds) “*Springer handbook of global navigation satellite systems*”, Springer
9. P. Misra and P. Enge “*Global Positioning System: Signals, Measurements and Performance Revised*”, Ganga-Jamuna Press.
10. E. D. Kaplan and C. J. Hegarty, “*Understanding GPS: principles and applications*”, 2nd Edition, Artech house

11. G. Strang and K. Borre, “*Linear Algebra, Geodesy and GPS*”, Wellesley – Cambridge Press

Course Outcome:

- Students would gain the skill on radar engineering
- Would have an idea of microwave and IR remote sensing and GIS
- Would have a knowledge of theoretical as well as practical expertise on satellite-based navigation systems

Optional Elective-I: Any one from MW 2051, MW 2052, and MW 2053:

MW 2051(Microwave & mm Wave Device, Circuit and System Modeling)

Noise and distortion in RF and microwave systems; noise in linear systems; noise figure and noise temperature; noise figure and temperature of cascaded network; basic threshold detection, nonlinear effects; dynamic range and intermodulation distortion.

Transistor scattering parameters; transistor noise models; review of impedance matching techniques; matching and biasing networks.

RF and microwave amplifier: two port power gain; stability; design for maximum and specified gain; low noise design; broad band design techniques; power amplifiers; theory of high-power load-pull characterization for RF and microwave transistors.

Transistor oscillators and related circuits: Radio frequency oscillators; microwave oscillators; voltage controlled oscillators; frequency synthesis methods; injection and phase locked loop analysis; oscillator phase noise.

Microwave mixers: mixer characteristics; diode mixers; FET mixers; mixer noise.

Time and frequency domain techniques in nonlinear microwave circuits and systems.

RF and microwave switches and attenuators.

Receiver design: Receiver architectures; dynamic range; frequency conversion and filtering; practical receiver examples; use of modern CAD for receiver front end circuit.

Recommended Books:

1. D. M. Pozar, *Microwave Engineering*, Wiley
2. D. M. Pozar, *Microwave and RF Design of Wireless Systems*, John Wiley and Sons
3. D. K. Mishra, *Radio-Frequency And Microwave Communication Circuits Analysis And Design*, CBSPD
4. A.M. Pavio, U. L. Rohde and G. D. Vendelin, *Microwave Circuit Design using Linear and Nonlinear Techniques*, Wiley
5. G. Gonzalez, *Microwave Transistor Amplifiers – Analysis and Design*, Prentice Hall Inc
6. I. Bhal and P. Bhartia, *Microwave Solid State Circuit Design*, 2nd Ed., Wiley Interscience
7. K. Kurokawa, *An Introduction to the Theory of Microwave Circuits*, Academic Press
8. K.Chang, *RF and Microwave Wireless Systems*, John Wiley and Sons

Course Outcome:

- Students would have an idea on microwave receiver design requirements

- Would have a skill on analysis, design and measurement of various microwave solid-state device-based systems

MW 2052 (Advanced Antenna Engineering)

Review of antenna parameters; theorems; and other fundamental issues

Miniaturization and bandwidth enhancement; Broad band dipole and matching technique; travelling wave and broad band antenna; frequency independent antenna; planar broad band antennas; UWB antenna

Compact antenna

Smart Antenna – benefits; types; fixed & switched beam antenna system; adaptive array system; analog and digital beamforming; multiple antenna design; combining techniques; diversity, multi beam formation; MIMO

Active antenna array

Recommended Books:

1. C.A. Balanis, “*Antenna Theory: Analysis and Design*”, Wiley
2. J.D Kraus, R. J. Marhefka and A. Khan, *Antennas and Wave Propagation*, MGH
3. R. S. Elliot, “*Antenna Theory and Design*”, Wiley
4. J. R. James and P. S. Hall, “*Handbook of Microstrip Antenna*”, Peter Peregrinus Ltd
5. R. Garg, P.Bhartia, I. Bhal and A. Ittipiboon, “*Microstrip Antenna Design Handbook*”, Artech House
6. G. Kumar and K.P. Ray, *Broad Band Microstrip Antennas*, Artech House
7. K. L. Wong, “*Compact and Broadband Microstrip Antennas*”, Wiley
8. T. K. Sarkar, M. C. Wicks and M. S. Palma, “*Smart Antennas*” Wiley-Blackwell
9. B. Clerckx and C. Oestges, “*MIMO wireless Networks*”, Elsevier

Course Outcome:

- Students would learn advanced techniques in microwave antenna design
- To become able to analyze, design, simulate, fabricate and measure the complicated microwave antenna like compact, broadband and multiband type
- Would learn the smart antenna and active antenna

MW 2053 (Gyrotron Technology)

Gyro devices

Gyrotron cavities

RF behavior

Gyrotron design principles

Output taper and quasi-optical launcher

RF window

Applications of gyrotron technologies

Recommended Books:

1. M. V. Kartikeyan, E Borie and M. Thumm, “*Gyrotrons: High-Power Microwave and Millimeter Wave Technology*”, Springer
2. G. S. Nusinovich, “*Introduction to the Physics of Gyrotrons*”, Johns Hopkins University Press
3. D. C Hai, “*Millimeter-Wave Gyrotron Traveling-Wave Tube Amplifiers*”, Springer-Verlag Berlin and Heidelberg GmbH & Co. KG

Course Outcome:

- The students will learn about the modern gyrotron devices in details
- They will have an idea on design and fabrication of gyrotron tubes.

Optional Elective-II: Any one from MW 2061 and MW 2062:**MW 2061 (Light Wave Technology)**

Introduction and fiber optics components: optical fiber; optical cables; splices and connectors; couplers and dividers.

Optical sources, detectors and displays for communication: LED; semiconductor LASER; PIN, APD; CCD; LCD.

Transmission and detection systems: intensity modulation; direct and coherent detection; S/N ratio; BER; WDM.

LIDAR and its applications.

Optical space communication.

Application of fiber optics systems.

Broadband technology: fiber optics links – design and systems; application of light wave technology to microwaves.

Recommended Books:

1. J. M. Senior, “*Optical Fiber Communications: Principles and Practice*”, Pearson Education India
2. G. Keiser, “*Optical Fiber Communication*”, McGraw Hill India
3. T. L. Singal, “*Optical Fiber Communications: Principles and Applications*”, Cambridge University Press
4. M. Alhaider, “*Optical Fiber Communications*”, Notion Press
5. C. K. Sarkar and D. C. Sarkar, “*Optoelectronics and Fiber Optic Communication*”, New Age International
6. J. Franz and V. K. Jain, “*Optical Communication System*”, Narosa Pub. House
7. M. Young, “*Optics and Lasers including Fibres and Optical Waveguides*”, Springer

Course Outcome:

- The students would learn about the different active and passive components used in optical communications
- Would learn about different modulation techniques used in optical communication
- Would acquire knowledge on different standard optical communication system

MW 2062 (Microwave Photonics)

Microwave photonics basics.

Sources of noise and distortion in fiber optics links.

Propagation effects.

External intensity modulation with direct detection.

External phase modulation with interferometry detection.

Other optical modulation methods.

High current photo detectors.

Photonic oscillators for signal generation; THz sources.

Characterization of microwave photonic components.

Microwave photonics signal processing.

Application and trends.

Recommended Books:

1. V. J. Urick, K. J. Williams and J. D. McKinney, “*Fundamentals of Microwave Photonics*”, Wiley
2. A. Vilcot, B. Cabon, and J. Chazelas, “*Microwave Photonics: From Components to Applications and Systems*”, Springer
3. C. H. Lee, “*Microwave Photonics*”, CRC Press
4. R. Oded, “*Photonic Processing of Microwave Signals*”, Globeedit
5. R. Simons, “*Optical Control of Microwave Devices*”, Artech House

Course Outcome:

- Would gain the knowledge about how to integrate the microwave and optical technology to bring out the best of two subjects
- Would be able to understand the different techniques used in the subject
- Would learn the application of the course

MW 303 (Research Methodology and IPR)

May be opted from SWAYAM (<https://swayam.gov.in/>)

Unit 1:

Meaning of research problem; sources of research problem; criteria characteristics of a good research problem; errors in selecting a research problem; scope and objectives of research problem; approaches of investigation of solutions for research problem; data collection, analysis, and interpretation; necessary instrumentations.

Unit 2:

Effective literature studies approaches; analysis plagiarism, research ethics.

Unit 3:

Effective technical writing; how to write report; paper developing a research proposal; format of research proposal; a presentation and assessment by a review committee.

Unit 4:

Nature of intellectual property: patents; designs; trade and copyright; process of patenting and development - technological research, innovation, patenting, and development; international scenario: international cooperation on intellectual property; procedure for grants of patents, patenting under PCT.

Unit 5:

Patent rights: scope of patent rights; licensing and transfer of technology; patent information and databases; geographical indications.

Unit 6:

New developments in IPR; administration of patent System; new developments in IPR; IPR of biological systems, Computer Software etc.; traditional knowledge case studies.

Recommended Books:

1. S. Melville and W Goddars, “*Research Methodology: An Introduction for Science & Engineering Students*”
2. W. Goddard and S. Melville, “*Research Methodology: An Introduction*”
3. R. Kumar, “*Research Methodology: A Step by Step Guide for Beginners*”
4. Halbert, “*Resisting Intellectual Property*”, Taylor & Francis Ltd.
5. Mayall, “*Industrial Design*”, McGraw Hill
6. Asimov, “*Introduction to Design*”, Prentice Hall
7. Niebel, “*Product Design*”, McGraw Hill
8. R. P. Merges, P. S. Menell and M. A. Lemley, “*Intellectual Property in New Technological Age*”.
9. T. Ramappa, “*Intellectual Property Rights under WTO*”. S. Chand

Course Outcome:

- Would understand the different issues related with the research work
- Will have an idea about the IPR related matters associated with any research outcome/product or technology development

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Department of Mass Communication
The University of Burdwan
Proposed Post Graduate (M.A.) Syllabus for session 2020-2022 onwards

M.A. in Mass Communication							
Course No	Course Status and Type	Course Title	Credit	Pattern of Teaching learning (hours per week)			Marks
				L	T	P	
First Semester [All courses are Departmental Core Courses and Compulsory]							
MC101	Core /TH	Introduction to Communication	5	4	1	0	40+10=50
MC102	Core /TH	Development of Media and Media Law	5	4	1	0	40+10=50
MC103	Core /TH	Advertising and Marketing Communication	5	4	1	0	40+10=50
MC104	Core/ TH	Public Relations & Corporate Communication	5	4	1	0	40+10=50
MC105	Core/ PR	Computer Application in Media	5	0	0	5	40+10=50
		Semester I Total	25				250
Second Semester [All courses are Departmental Core Courses and Compulsory]							
MC201	Core/ TH	International Communication and Globalization	5	4	1	0	40+10=50
MC202	Core/ TH	Reporting and Writing	5	4	1	0	40+10=50
MC203	Core/ TH	Editing and Designing	5	4	1	0	40+10=50
MC204	Core/ TH	Media Management and Economics	5	4	1	0	40+10=50
MC205	Core/ TH	Online Media	5	4	1	0	40+10=50
		Semester II Total	25				250
Third Semester [Students have to take 2 Compulsory Core Courses, 2 Major Electives (MC303A or B and MC304 A or B) and 1 Interdisciplinary Elective from other Departments/SWAYAM Platform]							
MC301	Core/TH	Communication Research	5	4	1	0	40+10=50
MC302	Core/TH	Development Communication	5	4	1	0	40+10=50
MC303A	Major Elective/ TH	Health Communication	5	4	1	0	40+10=50
MC303B		NGO and Advocacy Communication	5	4	1	0	40+10=50
MC304A	Major Elective/ TH	Women and Media	5	4	1	0	40+10=50
MC304B		Photo Journalism	5	4	1	0	40+10=50
MC305	Inter disciplinary Elective/TH	Media Culture and Society (For Students from other departments)[Students may opt for a 4 Credit course from SWAYAM Platform and can avail the option of credit transfer]	4	3	1	0	40+10=50
		Semester III Total	24				250

Fourth Semester [Students have to take 3 Compulsory Core Courses (MC-401, MC402, MC405), 2 Major Electives courses { Either MC- 403A or 403B and in case of MC- 404 any one from either A or B or C or D } and 1 Compulsory Community Engagement course (MC400)]							
MC400	Community Engagement Course /PR	Social Outreach Programme	2	0	0	2	10+10=20
MC401	Core/TH	Radio	5	4	1	0	40+10=50
MC402	Core/TH	Television	5	4	1	0	40+10=50
MC403A	Major Elective/TH	Film Studies: Indian Cinema	5	4	1	0	40+10=50
MC403B		Film Studies: World Cinema	5	4	1	0	40+10=50
MC404A	Major Elective/ PR	Radio Production	5	0	0	5	40+10=50
MC404B		Television Production	5	0	0	5	40+10=50
MC404C		Film Production	5	0	0	5	40+10=50
MC404D		Documentary Production	5	0	0	5	40+10=50
MC405	Core/PR	Dissertation	5	0	0	5	40+10=50
		Semester IV Total	27				270
Grand Total (For 4 Semesters)			101				1020

MBA (TOURISM) Syllabus

The Programme of study for the MBA (Tourism) shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen weeks of class work. No student shall normally be permitted to obtain Degree earlier than four semesters.

Medium of Instruction:

The medium of instruction shall be English for all subjects.

Credit details:

- A. There shall be three categories of Papers viz., Compulsory Papers, Specialization Papers, and Open Elective Papers.
- B. Dual Specialization will be offered to the students out of “Tour Packaging & Operation Management”, “Event Management”, “Hotel Management”. The combinations of Dual specializations to be offered to the students will be decided every year by the Departmental Committee after making a trade off between Market Demand & class load of the faculty. In each specialization a student will have to undertake a total of 3 papers under dual specialization, two papers in 3rd and one paper in 4th semester.
- C. Department will offer Open Elective Papers in 2nd and 3rd semester to the students. Students are required to undertake one paper each in both 2nd and 3rd semester. The open elective paper to be offered to the students will be decided every year by the Departmental Committee.
- D. The students shall compulsorily undertake the Practical Tourism during the 2nd semester classes (the exact period of the commencement of practical tourism will be announced by the department every year). The project report in 4th Semester will lead to a dissertation on the basis of 6 weeks training undertaken in a Travel & Tourism organization.
- E. Total credits of MBA (Tourism) Programme is 100

MBA (TOURISM) CREDIT DISTRIBUTION					
Category	Minimum Credit to be covered				Total Credit to be earned
	Semester I	Semester II	Semester III	Semester IV	
CORE PAPERS	28	20	08	08	64
SPECIALIZATION PAPERS	--	--	16	08	24
OPEN ELECTIVE PAPER	--	--	04	--	04
PROJECT REPORT Including Community Engagement Program	--	04	--	02	06
				+ 02	02
TOTAL	28	26	26	20	100

Evaluation:

- A. Each paper would have two components- the first being Internal Assessment Marks and the second being the Semester End Examination Marks. The Internal Assessment marks are based on continuous internal assessment. The total marks for the Internal Assessment would be based on the total credit awarded to the paper. Out of the total marks of 100 (4 Credit) for such a course, 20 marks shall be earmarked for continuous Internal Assessment and remaining 80 marks for the semester end examination. However, in case of project based papers, the distribution of marks will be 80 marks for Project Report and 20 marks for viva-voice. This paper in the 4th Semester will include Social Outreach Program carrying 02 credits.

FIRST SEMESTER

CORE PAPERS

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 101	Management Process & Organizational Behaviour	20	80	100	4	4
MBT- 102	Tourism Economics	20	80	100	4	4
MBT- 103	Tourism Concept & Impacts	20	80	100	4	4
MBT- 104	Indian History Art, Culture & Architecture	20	80	100	4	4
MBT- 105	Geography and International Tourism	20	80	100	4	4
MBT- 106	Transport in Travel & Tourism	20	80	100	4	4
MBT- 107	Communication Skill Development	10	40	50	2	2
MBT- 108	Tourism Resources of West Bengal	10	40	50	2	2

SECOND SEMESTER

CORE PAPERS

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 201	Tourism Products of India	20	80	100	4	4
MBT- 202	Travel Agency & Tour Operations Management	20	80	100	4	4
MBT- 203	Tourism Marketing	20	80	100	4	4
MBT- 204	Information Technology & Tourism	20	80	100	4	4

MBT- 205	Managerial Communication Skill Development	10	40	50	2	2
MBT- 206	Hotel Management	10	40	50	2	2

PROJECT

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 207	PRACTICAL TOURISM	20	80	100	4	4

THIRD SEMESTER

CORE PAPERS

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 301	Air Fares & Ticketing	20	80	100	4	4
MBT-302	Sustainable & Eco Tourism	20	80	100	4	4

OPEN ELECTIVE PAPERS

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 303	Computerized Reservation System	10	40	50	2	2
MBT- 304	Tour Guiding and Visitor Interpretation	10	40	50	2	2

SPECIALIZATION

Tour Packaging & Operation Management

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT-3101	INTRODUCTION TO TOUR PACKAGE OPERATION	20	80	100	4	4
MBT-3102	PLANNING FOR TOUR PACKAGING	20	80	100	4	4

Event Management

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT-3201	UNDERSTANDING EVENT	20	80	100	4	4
MBT-3202	MANAGING EVENT	20	80	100	4	4

Hotel Management

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT-3301	FRONT OFFICE & HOUSE KEEPING MAN AGEMENT	20	80	100	4	4
MBT-3302	HOTEL OPERATION	20	80	100	4	4

Minor Elective Paper

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT-3501	Adventure Tourism	10	40	50	2	2
MBT-3502	Tourism Entrepreneurship	10	40	50	2	2

FOURTH SEMESTER

CORE PAPERS

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 401	Research Methodology	20	80	100	4	4
MBT- 402	Tourism Policy, Planning & Development	20	80	100	4	4

PROJECT

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 403	Project report & Grand Viva including Social Outreach Program	20	80	100	4	4

SPECIALIZATION

Tour Packaging & Operation Management

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 4101	MANAGING TOUR PACKAGE OPERATION	20	80	100	4	4

Event Management

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 4201	DESTINATION MARKETING	20	80	100	4	4

Hotel Management

Paper Code	Name of the Paper	Internal Mark	Semester end Examination Mark	Total Mark	Teaching Hour per Week	Credit
MBT- 4301	RESORT PLANNING & DEVELOPMENT	20	80	100	4	4

**MASTER OF BUSINESS
ADMINISTRATION (MBA)
CURRICULUM**

With

Choice Based Credit System (CBCS)

(With Effect From Session 2020-21)



**DEPARTMENT OF BUSINESS ADMINISTRATION
THE UNIVERSITY OF BURDWAN**

Department of Business Administration The University of Burdwan



MBA Programme Design Under Choice Based Credit System (CBCS)

THE PROGRAMME: The Master of Business Administration (MBA) is a two-year full-time programme offered by the Department of Business Administration, The University of Burdwan. This programme was introduced by the University with the approval of the University Grants Commission (UGC) long back in the year 1983. Necessary technical approval for the programme has been obtained by the University from All India Council for Technical Education (AICTE) from time to time.

PROGRAMME OBJECTIVES: The Programme is designed to turn out a cadre of future managers thoroughly conversant with general principles of management along with tools and techniques pertinent thereto. The programme is also aimed to churn out future managers with specializations in the areas of Marketing, Finance, Human Resource Management and Systems, Operations & Decision Sciences.

PROGRAMME STRUCTURE: The courses for the MBA programme are offered in the following areas:

- Area – 1: Foundations of Management*
- Area – 2: Organisational Behaviour*
- Area – 3: Strategic Management*
- Area – 4: Marketing Management*
- Area – 5: Financial Management*
- Area – 6: Human Resource Management*
- Area – 7: Systems, Operations & Decision Sciences*
- Area – 8: Emerging Areas*

There shall be two types of courses viz. Core Courses and Elective Courses. A student is compulsorily required to take the core courses as part of the requirements of the MBA programme. Elective courses can be chosen from a pool of courses offered by the parent department or other departments. Students should choose the electives from the courses which facilitate improved understanding of the subject or provide exposure to other disciplines/subjects. Elective courses offered by the parent department would be considered as *Departmental Electives* or *Major Electives*. Elective courses offered by other departments/disciplines would be referred to as *Non-departmental Electives* or *Minor Electives*. Students from other departments can choose the non-departmental/minor electives from the options available in this curriculum. A course code has been denoted with an alpha-numeric symbol signifying the programme name, semester, area and the serial number of the course under the particular semester in sequential order. Core courses, major elective courses and minor elective courses have been prefixed with the alphabets MBA, MBAE and MBAME respectively before the numeric digits in the course code.

AREA-WISE DISTRIBUTION OF COURSES				
AREA	CORE COURSES		ELECTIVE COURSES	
	CODE	NAME	CODE	NAME
Area-1: Foundations of Management	MBA-1101	Management Process & Organisation Theory (MPOT)	MBAE-1108	Indian Ethos and Business Ethics (IEBE)
	MBA-1102	Managerial Economics (ME)	MBAME-3108	Management Principles and Practices (MPP) (Minor Elective)
	MBA-2101	Research Methodology (RM)		
	MBA-2102	Business Environment and Legislation (BEL)		
	MBA-2103	Managerial Communication and Skill Development (MCSD)		
	MBA-3105	Summer Internship Project (SIP)		
	MBA-4103	Comprehensive Report (CR)		
	MBA-4104	Community Engagement Course		
Area-2: Organisational Behaviour	MBA-1203	Organisational Behaviour (OB)	MBAE-1210	Corporate Success Behaviour (CSB)
			MBAE-2206	Organisational Change and Development (OCD)
			MBAE-2207	Leadership (LDP)
			MBAE-3206	Team Dynamics at Work (TDW)
			MBAME-3209	Group and Team Effectiveness (GTE) (Minor Elective)
Area-3: Strategic Management	MBA-3301	Introductory Strategic Management (ISM)	MBAE-1311	Corporate Governance (CG)
	MBA-4301	Entrepreneurship Development (ED)	MBAE-2308	Corporate Social Responsibility and Sustainability (CSRS)
	MBA-4302	International Business (IB)	MBAE-3307	Knowledge Management and Business Excellence (KMBE)
Area-4: Marketing Management	MBA-1405	Fundamentals of Marketing Management (FMM)	MBAE-2409	Consumer Behaviour (CB)
			MBAE-2410	Sales and Distribution Management (SDM)
			MBAE-2411	Rural Marketing Management (RMM)
			MBAE-2412	Industrial Marketing (INDM)
			MBAE-2413	Public Relations and Marketing (PRM)
			MBAE-3410	Integrated Marketing Communication (IMC)
			MBAE-3411	Voluntary Sector Marketing (VSM)
			MBAE-3412	Service Marketing (SVM)
			MBAE-3413	Strategic Marketing Management (SMM)
			MBAE-3414	Global Marketing Management (GMM)
			MBAE-4409	Retail Marketing (RTM)
			MBAE-4410	Brand Management (BM)
			MBAE-4411	Tourism Marketing (TM)
			MBAE-4412	Advertising and Sales Promotion Management (ASPM)
			MBAE-4413	Small Business Marketing (SBM)

AREA	CORE COURSES		ELECTIVE COURSES	
	CODE	NAME	CODE	NAME
AREA-5: Financial Management	MBA-1504	Accounting for Managers (AFM)	MBAE-2509	Corporate Financial Reporting and Analysis (CFRA)
	MBA-3502	Corporate Finance (CF)	MBAE-2510	Security Analysis and Portfolio Management (SAPM)
			MBAE-2511	Project Finance and Management (PFM)
			MBAE-2512	Strategic Cost Management (SCM)
			MBAE-2513	Working Capital Management (WCM)
			MBAE-3510	Corporate Taxation (CT)
			MBAE-3511	Behavioural Finance (BF)
			MBAE-3512	Financial Econometrics (FE)
			MBAE-3513	Financial Derivatives (FD)
			MBAE-3514	Financial Markets (FM)
			MBAE-4509	Management of Financial Services (MFS)
			MBAE-4510	Management Accounting for Business Decisions (MABD)
			MBAE-4511	Merger, Acquisition and Corporate Restructuring (MACR)
			MBAE-4512	Entrepreneurial Finance and Valuation (EFV)
			MBAE-4513	Multinational Finance (MF)
AREA-6: Human Resource Management	MBA-1606	Fundamentals of Human Resource Management (FHRM)	MBAE-2609	Human Resource Planning and Development (HRPD)
			MBAE-2610	Compensation and Benefits Management (CBM)
			MBAE-2611	Training and Development (T&D)
			MBAE-2612	Counselling Skills for Managers (CSM)
			MBAE-2613	Understanding Self: Indian Perspective (USIP)
			MBAE-3610	Performance Management (PM)
			MBAE-3611	Labour Legislation (LL)
			MBAE-3612	Employment Relations (ER)
			MBAE-3613	HRD: Strategies and Systems (HRDSS)
			MBAE-3614	Human Resource Information System (HRIS)
			MBAE-4609	Strategic Human Resource Management (SHRM)
			MBAE-4610	Human Capital Management (HCM)
			MBAE-4611	Contemporary Interventions in Human Resource Management (CIHRM)
			MBAE-4612	Global Human Resource Management (GHRM)
			MBAE-4613	Employer Branding (EB)

AREA	CORE COURSES		ELECTIVE COURSES	
	CODE	NAME	CODE	NAME
Area-7: Systems, Operations & Decision Sciences	MBA-1707	Fundamentals of Production and Operations Management (FPOM)	MBAE-2709	Logistics and Supply Chain Management (LSCM)
	MBA-2704	Fundamentals of Computer Applications and Management Information System (FCAMIS)	MBAE-2710	Purchasing and Materials Management (PMM)
	MBA-2705	Quantitative Techniques in Management (QTM)	MBAE-2711	Production Planning and Control (PPC)
	MBA-3703	Operations Research (OR)	MBAE-2712	Business Process Reengineering (BPR)
	MBA-3704	Business Analytics (BA)	MBAE-2713	Managing E-Business (MEB)
			MBAE-3710	Decision Support System (DSS)
			MBAE-3711	Internet of Things (IoT)
			MBAE-3712	Systems Analysis and Design (SAD)
			MBAE-3713	Project Management (PROM)
			MBAE-3714	World Class Manufacturing (WCMFG)
			MBAE-4709	Advanced Operations Research (AOR)
			MBAE-4710	Total Quality Management (TQM)
			MBAE-4711	Database Management System (DBMS)
			MBAE-4712	Decision Models and Optimization (DMO)
		MBAE-4713	Smart Manufacturing (SMFG)	
Area-8: Emerging Areas			MBAE-4804	Tourism and Hospitality Management (THM)
			MBAE-4805	Health Care Management (HCM)
			MBAE-4806	Agri Business Management (ABM)
			MBAE-4807	Innovation Management (IM)
			MBAE-4808	Management of Rural Business (MRB)
*Inter-disciplinary Elective course(s) will be offered to the students of allied/other departments.				

قسم اللغة العربية وآدابها
جامعة بردوان، بنغال الغربية - الهند

DEPARTMENT OF ARABIC
THE UNIVERSITY OF BURDWAN



SYLLABUS FOR MA IN ARABIC (CBCS)
With effect from academic year 2020 - 2021

THE UNIVERSITY OF BURDWAN
Syllabus of M.A in Arabic under the Faculty of Arts (Under CBCS System) 2020
With effect from academic year 2020-2021

SEMESTER-I

Semester	Course Code	Course Title	Course Type	Course Status	Credit Value of the Course	Marks Distribution (End Sem + Int. Asst.)
Semester-I	MAARB 101*	Pre-Islamic Arabic Literature	Theory	Core Course	5	40+10=50
	MAARB 102*	Arabic Literature During Islamic Period	Theory	Core Course	5	40+10=50
	MAARB 103*	Linguistics	Theory	Core Course	5	40+10=50
	MAARB 104*	Arabic Text and Applied Grammar	Theory	Core Course	5	40+10=50
	MAARB 105*	Translation: Theory and Practice*	Theory	Core Course	5	40+10=50
	Semester-I Total:				25	250

SEMESTER-II

Semester	Course Code	Course Title	Course Type	Course Status	Credit Value of the Course	Marks Distribution (End Sem + Int. Asst.)
Semester-II	MAARB 201*	Arabic Literature During Umayyad Period	Theory	Core Course	5	40+10=50
	MAARB 202*	Rhetoric & Prosody	Theory	Core Course	5	40+10=50
	MAARB 203*	Use of Language-I*	Theory	Core Course	5	40+10=50
	MAARB 204*	Arabic Literature in India	Theory	Core Course	5	40+10=50
	MAARB 205*	Specialized Translation*	Theory	Core Course	5	40+10=50
	Semester-II Total:				25	250

SEMESTER-III

Semester	Course Code	Course Title	Course Type	Course Status	Credit Value of the Course	Marks Distribution (End Sem + Int. Asst.)
Semester-III	MAARB 301*	Arabic Poetry During Abbasid Period	Theory	Core Course	5	40+10=50
	MAARB 302*	Arabic Prose During Abbasid Period	Theory	Core Course	5	40+10=50
	MAARB 303 A/B/C/D#	One of the Major Elective Course to be chosen from the following: a) Principles of Literary Criticism b) Teaching Methodology c) Development of Auto-Biography in Arabic literature d) Stylistics of Arabic Literature	Theory	Major Elective	5	40+10=50
	MAARB 304 A/B/C/D#	One of the Major Elective Course to be chosen from the following: a) Literary Trends, Movements & Schools	Theory	Major Elective	5	40+10=50

Detailed Syllabus SEMESTER-I

(MAARB 103) *: **Linguistics**

Course Outcomes: This course delves into the proper pronunciation and articulation (makhrāj) of Arabic alphabets, the definition and types of human and Arabic languages, their origins, centers, growth factors, and characteristics. It also provides an overview of various Arabic dialects and their relation to classical Arabic, introduces modern linguistics, phonetics, morphemes, and Arabic lexicography.

- **Course Content:**

1. تصحيح النطق والمخارج
2. التعريف باللغة ونشأة اللغة البشرية وفصائلها
3. نشأة اللغة العربية ومراكزها وعوامل ازدهارها
4. خصائص اللغة العربية
5. أنواع الهمزات وطريقة كتابتها
6. اللهجات العربية وصلتها بالعربية الفصحى
7. المدخل إلى علم اللسانيات الحديثة
8. علم الأصوات والتشكيل الصوتي
9. المدخل إلى علم الصرف (المورفيم) والتطور الفني في اللسانيات الحديثة
10. علم الدلالة: تعريفه وأنواع التطور الدلالي
11. المعاجم العربية: تعريفها وتطورها

- **Books recommended:**

- Ancient Semitic Civilization by Sabatino Moscati
- The Heart of Arabic by Philby
- The Arabic Language: Its Role in History by Anwar G. Sehne

- الدكتور علي جواد: تاريخ العرب قبل الإسلام
- الدكتور سيد يعقوب بكر: الحضارات السامية
- الدكتور علي عبد الواحد وافي: 1. فقه اللغة ونشأة اللغة عند الإنسان 2. والطفل 3. وعلم اللغة
- الدكتور إبراهيم خليل: مدخل إلى علم اللغة
- الأستاذ محمد مبارك: فقه اللغة

Detailed Syllabus SEMESTER-I

(MAARB 104) *: Arabic Text and Applied Grammar

Course Outcomes: Students develop skills in reading Arabic texts with practical grammar applications, enhancing both reading proficiency and a deep understanding of Arabic grammar structures.

• Course Content:

الملاحظة: هذه المادة تبتني أساساً على التمارين والتطبيقات العملية للقواعد النحوية والصرفية وصياغة الجمل باستخدام التعابير المختارة.

1. مباحث في الاسم (الجملة الاسمية): النكرة والمعرفة، المعرب والمبني، المضاف والمضاف إليه، الصفة والموصوف، المبتدأ والخبر، أنواع الخبر، كان وأخواتها، وإن وأخواتها. – الجزء الأول للكتاب – الضمير وأنواعه، أسماء الإشارة، أسماء الموصولة، النعت الحقيقي. – الجزء الثاني للكتاب – اسم التفضيل، اسم الزمان والمكان، الأسماء الخمسة، – الجزء الثالث للكتاب –
2. مباحث في الفعل (الجملة الفعلية): أنواع الفعل، الفعل اللازم والمتعدي، – الجزء الأول للكتاب – نواصب الفعل، جوازم الفعل، الأفعال المتعدية إلى مفعولين، الأفعال الخمسة – الجزء الثاني للكتاب – أسماء الأفعال، أفعال المقاربة، الرجاء والشروع، – الجزء الثالث للكتاب –
3. مباحث في الحروف: حروف العطف، حروف الجر – الجزء الأول للكتاب – حروف النفي، حروف القسم – الجزء الثاني للكتاب – حروف وأسماء الاستفهام وإعرابه – الجزء الثالث للكتاب –
4. مباحث في الجملة ومتمماتها: تعدد الخبر وتقدمه، الحال، – الجزء الثاني للكتاب – أدوات الشرط، أسلوب النداء، لا النافية للجنس – الجزء الثالث للكتاب – أسلوب الاستثناء – الجزء الرابع للكتاب – التوابع، المفعولات، الحال، التمييز وأنواعه، العدد وأحواله – الجزء الرابع للكتاب –

• Prescribed Book:

- المختار في قواعد اللغة العربية – الأجزاء الأربعة –: الحسين قوامي عمر بن سعادة وفهيم موسى أبو حجازي

• Books recommended:

- للسيد أحمد هاشمي: القواعد الأساسية للغة العربية
- الدكتور نديم حسين دكتور: القواعد التطبيقية في اللغة العربية
- القراءة العربية للمسلمين – الأجزاء الأربعة – محمود إسماعيل صيني، محمد حسين، أنور رشيد، مصطفى عمر، أحمد عبد الوهاب، صالح محمد

MBA (HR) PROGRAMME DESIGN UNDER CHOICE BASED CREDIT SYSTEM

DEPARTMENT OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)

THE UNIVERSITY OF BURDWAN

THE PROGRAMME

The Master of Business Administration (Human Resource) i.e. MBA (HR) programme is a full-time, post graduate programme in Human Resource Management offered by the Department of Business Administration (Human Resource), The University of Burdwan. The programme is designed to enable students to comprehend the wide range of contemporary concepts, techniques and practices in the field of human resource management and understand the underpinning imperatives that influence the field.

PROGRAMME OBJECTIVES

- To turn out a repertoire of budding executives thoroughly conversant with the general principles of management along with the tools and techniques pertinent thereto and have specialized in-depth knowledge and expertise in management of human resources of an organisation
- To nurture socially responsive and ethically grounded HR professionals equipped with analytical, technological and strategic capabilities to address complex workforce challenges in both global and local contexts.

PROGRAMME OUTCOMES (POs)

PO1: Core Managerial and Human Resource Competence

Develop a strong foundation in management principles and specialized HR knowledge, enabling students to design and implement HR systems and practices aligned with contextual factors and organizational goals.

PO2: Analytical Thinking and Strategic Decision-Making

Equip students with analytical and problem-solving skills to evaluate business and HR issues in diverse contexts.

PO3: Ethical Leadership and Governance Orientation

Instill ethical conduct, corporate governance and social responsibility for sustainable leadership.

PO4: Technology, Innovation, and Global Readiness

Prepare students for digital and global HR landscapes with tools like HR analytics and understanding of international labour standards.

PO5: Contextual Relevance and Social Engagement

Foster engagement with regional socio-economic realities and indigenous perspectives through fieldwork, Indian Knowledge Systems, and applied research, nurturing a socially responsive and culturally rooted HR mindset.

PROGRAMME STRUCTURE

The courses for the MBA (HR) programme are offered in the following areas:

1. ***Foundations of Management***
2. ***Human Resource Management***
3. ***Organisational Behaviour***
4. ***Strategic Management***
5. ***Marketing Management***
6. ***Accounting & Finance***

7. Systems, Operations & Decision Sciences
8. Emerging Areas

There shall be two types of courses viz. Core Courses and Elective Courses. A student is compulsorily required to take the core courses as part of the core requirement of the MBA (HR) programme. Elective courses can be chosen from a pool of courses offered by the parent department or other departments. Students can choose the electives from the courses which facilitate improved understanding of the subject or provide exposure to other disciplines/subjects. An elective course offered by the parent department would be considered as Major Elective/Discipline Centric Elective. An Elective course offered by other departments/disciplines would be referred to as Generic Elective/Interdisciplinary Elective. Students from other departments can choose the Generic Elective/ Interdisciplinary Elective course(s) from the options available in the curriculum. A course code has been denoted with an alpha-numeric symbol signifying the programme name, semester, area and the serial no. of the course under the particular semester. Major Elective/Discipline Centric Elective courses and Generic Elective/Interdisciplinary Elective courses have been prefixed with the letters E and ME respectively before the numeric digits in the course code.

AREA-WISE DISTRIBUTION OF COURSES

AREA	CORE COURSES		ELECTIVES	
	COURSE CODE	CORE COURSE	COURSE CODE	ELECTIVE COURSE
1. Foundations of Management	MBAHR1101	Management Process and Organisation Theory (MPOT)	MBAHRE1109	Indian Ethos and Business Ethics (IEBE)
	MBAHR1102	Managerial Economics (ME)	MBAHRE1110	Indian Economy and Policy (IEP)
			MBAHRE1111	Development Economics (DE)
	MBAHR2101	Research Methodology (RM)	MBAHRE1112	Business Laws (BL)
	MBAHR2103	Managerial Communication and Skill Development (MCSD)	MBAHRE 2113	Business Environment (BE)
2. Human Resource Management	MBAHR1206	Fundamentals of Human Resource Management (FHRM)	MBAHRE2208	Managerial Counselling and Negotiation Skills (MCNS)
	MBAHR2202	Human Resource Planning and Development (HRPD)	MBAHRE2209	Trade Unionism and Collective Bargaining (TUCB)
	MBAHR2204	Compensation & Benefits Management (CBM)	MBAHRE2210	Understanding Self: Indian Perspective (USIP)
	MBAHR2205	Training and Development (T&D)	MBAHRE3205	Economics of Human Resources (EHR)

	MBAHR3202	Performance Management and Competency Mapping (PMCM)	MBAHRE3206	Human Resource Management in Service Sector (HRMSS)
	MBAHR3203	Fundamentals of Industrial Relations (FIR)	MBAHRE3207	Stress Management and Employee Well-being (SMEW)
	MBAHR3204	Labour Laws-I (LL-I)	MBAHRE3208	Employee Empowerment and Engagement (EEE)
	MBAHR4201	Labour Laws-II (LL-II)	MBAHRME3220	Human Resource Development (HRD) (<i>Generic Elective/ Interdisciplinary Elective course</i>)*
	MBAHR4202	Strategic Human Resource Management (SHRM)	MBAHRE4205	International Human Resource Management (IHRM)
	MBAHR2206	Summer Internship Project (SIP)	MBAHRE4206	Human Capital Management and HR Audit (HCM&HRA)
	MBAHR4203	Dissertation and Field Work (D&FW)	MBAHRE4207	Contemporary Employment Relations (CER)
	MBAHR4204	Community Engagement (CE)	MBAHRE4208	Human Resource Information System (HRIS)
			MBAHRE4213	Cross Cultural and Diversity Management (CCDM)
			MBAHRE4214	HR Analytics (HRA)
			MBAHRE4215	International Labour Organisation and International Labour Laws (ILO&ILL)
3. Organisational Behaviour	MBAHR1303	Organisational Behaviour (OB)	MBAHRE 2311	Organisational Change and Development (OCD)
			MBAHRE3309	Team Dynamics at Work (TDW)
			MBAHRE3310	Leadership (LSP)
			MBAHRE3311	Ergonomics (ERG)
4. Strategic Management	MBAHR3401	Introductory Strategic Management (ISM)	MBAHRE1408	Corporate Governance (CG)
			MBAHRE2407	Corporate Social Responsibility and Sustainability (CSRS)
			MBAHRE3413	Corporate Creativity and Strategic Innovation (CCSI)
			MBAHRME3419	Industrial Organisation and Competitive Strategies (IOCS) (<i>Generic Elective/ Interdisciplinary Elective course</i>)*
			MBAHRE4409	Entrepreneurship Development (ED)
			MBAHRE4410	Knowledge Management and Business Excellence (KMBE)
			MBAHRE4411	Innovation Management (IM)
			MBAHRE4416	Strategic Management of Non-Profit Organisations (SMNPO)

5. Marketing Management	MBAHR1504	Fundamentals of Marketing Management (FMM)	MBAHRE4517	Employer Branding (EB)
6. Accounting & Finance	MBAHR1605	Basic Accounting and Finance (BAF)	MBAHRE2614	Corporate Finance (CF)
			MBAHRE2615	Financial Statement Analysis (FSA)
			MBAHRE2616	Corporate Reporting (CR)
			MBAHRE3617	Financial Institutions and Markets (FIM)
			MBAHRE3618	Business Valuation (BV)
7. Systems, Operations & Decision Sciences	MBAHR1707	Fundamentals of Production and Operations Management (FPOM)	MBAHRE2712	Quantitative Techniques for Human Resource Management (QTHRM)
			MBAHRE3712	Management Information System (MIS)
			MBAHRE4712	Total Quality Management (TQM)
8. Emerging Areas			MBAHRE3814	Infrastructure Management (IM)
			MBAHRE3815	Health Care Management (HM)
			MBAHRE3816	Social Enterprise Management (SEM)
			MBAHRE4818	Management of Rural Business (MRB)
			MBAHRE4819	Sports Management (SM)
			MBAHRE4820	Educational Institutions Management (EIM)
* Generic Elective/ Interdisciplinary Elective course(s) will be offered to the students of allied/other departments.				

PROGRAMME ADMINISTRATION

In order to complete the MBA (HR) programme, a student is required to obtain **102 credits**. Each of the courses in the identified areas carries 3 credits (excluding Generic Elective/Interdisciplinary Elective course offered by other departments/SWAYAM platform, Summer Internship Project, Dissertation and Field Work and Community Engagement). The credit distribution for the programme is as follows:

- **54 credits from 18 core courses** (excluding Summer Internship Project and Dissertation and Field Work)
- **6 credits** from Summer Internship Project (3 credits) and Dissertation and Field Work (3 credit)
- **2 credits** shall have to be earned from a Community Engagement Course.
- **40 credits from elective courses as follows:**
 - **24 credits** from 8 elective courses in the Human Resource Management Area.
 - **12 credits** from 4 elective courses from the areas excluding Human Resource Management Area.

- o **4 credits** from one Generic Elective/Interdisciplinary Elective course offered by other departments/ a course through SWAYAM platform subject to the provisions and stipulations of the extant UNIVERSITY REGULATION RELATING TO ALL POST GRADUATE PROGRAMME OF STUDIES AND EXAMINATIONS.

The other details relating to the programme based on Choice Based Credit system are as follows:

- Theoretical courses of 3 and 4 credits would, in general, entail 30 and 40 lecture hours respectively including tutorials.
- A semester-assessment shall be divided into 2 discrete components, identified as E1 and E2. E1 stands for the Internal Assessment and E2 stands for the Semester-end Examination. The first component (E1) of assessment will comprise 20% of the total marks in each course of the semester. This will be based on attendance, class test, assignment, seminar etc. Each course carries 100 marks (excluding Generic Elective/Interdisciplinary Elective course and Community Engagement course) of which 20% will be reserved for internal assessment (E1) and the remaining 80% will be for written examination/evaluation.
- The marks distribution for Generic Elective/Interdisciplinary Elective course and Community Engagement course would be 50 marks (40 marks for written exam and 10 marks will be reserved for internal assessment) and 25 marks (Report: 20 marks & 5 marks for internal assessment) respectively, unless otherwise specified in the relevant regulation of the university.
- Emphasis will be given on case study-based teaching in the relevant courses of the programme.
- For Summer Internship Project (MBAHR2206), students will be required to undergo summer training of 4-6 weeks duration in an industrial, business or service organisation by taking up a project study. The report will have to be submitted as per the notification of the department/university.
- Course MBAHR4203 Dissertation and Field Work, will be segregated into two components: Dissertation and Field Work. Dissertation will be based on Contemporary Issues in Human Resource Management. Field Work will be based on industry visit(s) to be organised by the department/ a study signifying macro level Human Resource Development. The choice of Dissertation and Field Work and the components thereof will be decided by the Department/PGBS.
- In semester IV, each student shall have to compulsorily undergo a Community Engagement Course (MBAHR4204) subject to the approval of the Department/PGBS. Community Engagement activities will be based on components like involvement in activities aimed at the excluded class/deprived children, identification of socio-economic issues on rural livelihood/rural society, understanding rural institutions, participation in rural development programmes, serving the interests of informal workers, activities aimed at environment protection, career counseling for the students of the excluded group, participation in literacy camps and other types of activities as specified and approved by the department.
- A single report comprising three separate sections on Dissertation, Field Work and Community Engagement Course will have to be submitted within the deadline set by the department/university. Unless otherwise specified, MBAHR2206, MBAHR4203 and MBAHR4204 will ordinarily be considered as Practical courses.

- The list of electives to be offered in a particular semester would be decided by the department.
- Students from other departments can opt for the Generic Elective/Interdisciplinary Elective course(s) courses from the different areas by obtaining necessary permission from their concerned departments.
- The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) shall be calculated as per extant university regulations.
- Issues relating to admission, attendance, examination, programme administration, etc. will be governed by the relevant policies, rules and regulations of the university.

SEMESTER-WISE DISTRIBUTION OF COURSES			
CORE COURSES		ELECTIVE COURSES	
SEMESTER-I			
MBAHR1101	Management Process and Organisation Theory (MPOT)	MBAHRE1408	Corporate Governance (CG)
MBAHR1102	Managerial Economics (ME)	MBAHRE1109	Indian Ethos and Business Ethics (IEBE)
MBAHR1303	Organisational Behaviour (OB)	MBAHRE1110	Indian Economy and Policy (IE&P)
MBAHR1504	Fundamentals of Marketing Management (FMM)	MBAHRE1111	Development Economics (DE)
MBAHR1605	Basic Accounting and Finance (BAF)	MBAHRE1112	Business Laws (BL)
MBAHR1206	Fundamentals of Human Resource Management (FHRM)		
MBAHR1707	Fundamentals of Production and Operations Management (FPOM)		
SEMESTER-II			
MBAHR2101	Research Methodology (RM)	MBAHRE2407	Corporate Social Responsibility and Sustainability (CSRS)
MBAHR2202	Human Resource Planning and Development (HRPD)	MBAHRE2208	Managerial Counselling and Negotiation Skills (MCNS)
MBAHR2103	Managerial Communication and Skill Development (MCSD)	MBAHRE2209	Trade Unionism and Collective Bargaining (TUCB)
MBAHR 2204	Compensation and Benefits Management (CBM)	MBAHRE2210	Understanding Self: Indian Perspective (USIP)

MBAHR2205	Training and Development (T&D)	MBAHRE 2311	Organisational Change and Development (OCD)
MBAHR2206	Summer Internship Project (SIP)	MBAHRE2712	Quantitative Techniques for Human Resource Management (QTHRM)
		MBAHRE2113	Business Environment (BE)
		MBAHRE2614	Corporate Finance (CF)
		MBAHRE2615	Financial Statement Analysis (FSA)
		MBAHRE2616	Corporate Reporting (CR)
SEMESTER—III			
MBAHR3401	Introductory Strategic Management (ISM)	MBAHRE3205	Economics of Human Resources (EHR)
MBAHR3202	Performance Management and Competency Mapping (PMCM)	MBAHRE3206	Human Resource Management in Service Sector (HRMSS)
MBAHR3203	Fundamentals of Industrial Relations (FIR)	MBAHRE3207	Stress Management and Employee Well-being (SMEW)
MBAHR3204	Labour Laws-I (LL-I)	MBAHRE3208	Employee Empowerment and Engagement (EEE)
		MBAHRE3309	Team Dynamics at Work (TDW)
		MBAHRE3310	Leadership (LSP)
		MBAHRE3311	Ergonomics (ERG)
		MBAHRE3712	Management Information System (MIS)
		MBAHRE3413	Corporate Creativity and Strategic Innovation (CCSI)
		MBAHRE3814	Infrastructure Management (IM)
		MBAHRE3815	Health Care Management (HCM)
		MBAHRE3816	Social Enterprise Management (SEM)
		MBAHRE3617	Financial Institutions and Markets (FIM)
		MBAHRE3618	Business Valuation (BV)
		MBAHRME3419	Industrial Organisation and Competitive Strategies (IOCS) (Generic Elective/ Interdepartmental Elective)
		MBAHRME3220	Human Resource Development (HRD) (Generic Elective/Interdepartmental Elective)
		Generic Elective/ Interdisciplinary Elective course(s) will be offered to the students of allied/other departments.	
SEMESTER—IV			
MBAHR4201	Labour Laws-II (LL—II)	MBAHRE4205	International Human Resource Management (IHRM)
MBAHR4202	Strategic Human Resource Management (SHRM)	MBAHRE4206	Human Capital Management and HR Audit (HCMA)
MBAHR4203	Dissertation and Field Work (D&FW)	MBAHRE4207	Contemporary Employment Relations (CER)
MBAHR4204	Community Engagement (CE)	MBAHRE4208	Human Resource Information System (HRIS)
		MBAHRE4409	Entrepreneurship Development (ED)

	MBAHRE4410	Knowledge Management and Business Excellence (KMBE)
	MBAHRE4411	Innovation Management (IM)
	MBAHRE4712	Total Quality Management (TQM)
	MBAHRE4213	Cross Cultural and Diversity Management (CCDM)
	MBAHRE4214	HR Analytics (HRA)
	MBAHRE 4215	International Labour Organisation and International Labour Laws (ILO&ILL)
	MBAHRE4416	Strategic Management of Non-Profit Organisations (SMNPO)
	MBAHRE4517	Employer Branding (EB)
	MBAHRE4818	Management of Rural Business (MRB)
	MBAHRE4819	Sports Management (SM)
	MBAHRE4820	Educational Institutions Management (EIM)

1. FOUNDATIONS OF MANAGEMENT

CORE COURSES

MBAHR1101 MANAGEMENT PROCESS AND ORGANISATION THEORY (MPOT) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand, analyze and apply core management functions to improve organizational effectiveness in dynamic business environments.*
- *critically evaluate major organization theories and their relevance to contemporary management practices, enabling effective decision-making and strategic leadership.*

Unit I: Understanding an Organisation—Organisational Adaptation, Survival and Growth—Nature, Purpose and Importance of Management in Organisations— The Management Process—Kinds of Managers—Basic Managerial Skills and Roles, Changing Nature of Managerial Work—Management: Science or Art—Management as a Profession. Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approaches, Modern Management Approaches, Contemporary Management Issues and Challenges—Global Dimensions of Management.

Unit II: Planning & Decision-Making—Planning: Concept, Importance, Types or Elements of Plan, Levels of Planning, Steps in Planning, Benefits and Limitations of Planning—Making Planning Effective— Management by Objectives. Decision Making—Types of decisions, Nature of decision making, Rational Perspectives and Behavioural Aspects of decision making

Unit III: Organising: Concept, Nature, Importance and Process of Organising—Organisation Structure and

Design—Departmentation—Span of Management—Concepts of Authority, Responsibility and Accountability—Delegation of Authority—Steps—Centralisation and Decentralisation of Authority—Factors determining the degree of Decentralisation of authority—Concept of Line, Staff and Functional authority—Conflict between Line and Staff—Overcoming the Line –Staff Conflict.

Unit IV: Controlling: Concept, Nature and Importance of Controlling—Critical Control Points and standards—Types of Control—Requirements of an Effective Control System—Behavioural Implications of Control—Some Techniques of Managerial control.

Unit V: Organisation Theory: Organisations as systems—Strategic Systems Approach—Brief history of OT— Contemporary perspective— Organisational goals and effectiveness— Structure and design— Nature of Structure and Design, Differentiation & Integration, Patterns of strategic organisational design, evolving designs— Organisational Culture— Organisational size and life cycle— Organisational Decline and Downsizing— Organisational size and control strategies.

Suggested Readings:

1. Heinz Weihrich, Management: A Global Perspective, Tata McGraw Hill.
2. John R. Schermerhorn, Management, Wiley-India.
3. S. P. Robbins and Coulter, Management, Tata McGraw Hill.
4. D. R. Hampton, Management, Tata McGraw Hill.
5. Herbert A. Simon, Administrative Behaviour, Collier Macmillan Publishers, London.
6. J. H. Jackson and C. P Morgan, Organisation Theory, Prentice Hall, Englewood Cliffs, New Jersey.
7. F. E. Katz and J. E. Rosenzweig, Organisations and Management, McGraw-Hill .
8. J. G. March and H. A. Simon, Organisations, John Wiley and Sons.

MBAHR1102 MANAGERIAL ECONOMICS (ME) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *apply economic theories and analytical tools to solve real-world business problems and strategic decisions.*
- *understand how the market operates and the different factors influencing the market.*

Unit I: Choice as an Economic Problem— Understanding the Economics of Business—Concepts of Economic activities—Decision—making under different conditions—Decision-making under risk—Decision—making under uncertainty—Understanding the Concept of Demand— Basic framework of Demand and Supply— Demand Elasticities—Cardinal Utility Theory, Indifference Curve Theory— The Consumer's Surplus—Supply, Demand and Price: Managerial Challenge—Some applications—Derivation of Market Demand—Determinants of Demand—Overview of Demand Forecasting.

Unit II: Production and Firm—Production Function and its importance in Managerial Decision-making—Factor Productivities—Laws of Production—Choice of Best Combination of Inputs—Derivation of Cost functions from production functions—The Production function of a Multiproduct firm—The case of multiple inputs— Importance of Cost in Managerial—decisions—Different cost concepts and classifications— Short run and long-run cost— Different cost relationships—Learning Curve—Economies of Scale and Scope— Different methods of estimating cost functions.

Unit III: Industry and Markets— Structure-Conduct-Performance Hypothesis— Competition and Competitiveness—Equilibrium of the firm— Perfect Competition: Characteristics, Short-run and long run equilibrium—Monopoly: Equilibrium of a monopoly firm, Monopoly power, Price discrimination— The Implications of Perfect Competition and Monopoly for Managerial Decision-Making— Monopolistic competition: Assumptions, Selling costs, Advertisement cost and non-price competition— Equilibrium of the firm— Oligopoly: Characteristics and Models—Pricing in an Oligopolistic Market

Unit IV: Overview of special pricing practices like Cartel, Price Leadership, Non-marginal pricing, multi-product pricing, etc.—Economic Goals of the firm other than profit —Managerial Theories of Firm: Baumol’s Sales Maximisation Model, Marris’s Model of Managerial Enterprise, Williamson’s Model of Managerial Discretion—Behavioural Model of Cyert and March—Transactions Cost Theory: Characteristics of a Transaction, Transaction Cost and Transaction cost minimization—Information Economics: Hidden Information, Hidden Action and Asymmetric Information—Agency Theory: Analytic Models and Solutions to Agency Problem—Economic aspects of Negotiation

Unit V: Understanding Macroeconomics and its relationship vis-à-vis business perspective—Concept of Aggregation and Measurements of important macroeconomic variables –Relationship among macroeconomic variables—Understanding Inflation and costs of Inflation—Overview of the dynamics of inflation—Inflation containment moves—Business Cycle: Concept, phases and characteristics of each phase and relationship vis-à-vis business decisions—Inflation and Business Cycle—Fiscal and Monetary Policy

Suggested Readings:

1. A. Koutsoyiannis, Modern Microeconomics, MacMillan.
2. W. F. Samuelson and S. G. Monks, Managerial Economics, Wiley
3. Robert Pindyck, Daniel Rubinfeld, Microeconomics, Pearson Education India
4. V L Mote, S Paul and G S Gupte, Managerial Economics: Concepts & Cases, Tata McGraw-Hill.
5. R. H. Dholakia and A. J. Oza, Microeconomics for Management Students, Oxford University Press.
6. P. G. Keat and P. K. Y. Young, Managerial Economics, Pearson Education.
7. Ian Dobbs, Managerial Economics: Firms, Markets and Business Decisions, Oxford University Press.
8. R. Dornbusch and S. Fischer, Macroeconomics, McGraw Hill.
9. W. H. Branson, Macroeconomic Theory and Policy, All India Traveller Bookseller.

MBAHR2101 RESEARCH METHODOLOGY (RM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the fundamental concepts and types of research, including qualitative, quantitative, and mixed methods approaches relevant to business and management studies.*
- *apply the knowledge acquired to analyze data and interpret results to support evidence-based managerial decision-making.*

Group – A (Qualitative Research Methods)

Unit I: Qualitative and quantitative research approaches— Relevance and application of qualitative research in the field of HRM—Issues and concerns in qualitative research—Steps and considerations in qualitative research study design.

Unit II: Different Qualitative Research Models: History, Living Biography and Self-Narrative; Case study method, Phenomenology and Grounded theory; Ethnographic Approach in qualitative research study.

Unit III: Qualitative Data Collection: Techniques and Tools; Observation and fieldwork; field interviews, structural interviews; projective techniques, WAT—Qualitative Text Analysis and Reporting: Analysis of visual and material text; analysis of verbal data, writing field stories and narrative reports

Group – B (Quantitative Research Methods)

Unit IV: Overview of Quantitative Techniques in Research– Introduction, Important definitions, Measures of Central Tendency, Homogeneous Population, Estimates, Power of a Test, Testing of Hypothesis—An overview of Sampling Theory: Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Types of Sampling Schemes in research.

Unit V: Data Analysis and Statistical Techniques: Analysis of Data – Preparing data for Analysis, Examining Relationships and Trends using Statistics, Selecting an Appropriate Statistical Technique, Tabulation of Data, Analysis of Data – Use of SPSS and other Statistical Software Packages. Advanced Techniques for Data Analysis: ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Cluster Analysis, and Multi-dimensional Scaling Techniques.

Suggested Readings:

1. Christine Daymon & Immy Holloways; Qualitative Research Methods in Public Relation and Marketing Communications, Routledge.
2. C. Samuel Craig and Susan P. Douglas International Marketing Research; John Wiley.
3. Arunangshu Guri and Debasish Biswas, Research Methodology for Social Sciences, Sage Publication.
4. Evert Gummesson, Qualitative Methods in Management Research, Second Edition, Sage.
5. J Bim Robin, The Effect Use Market Research: A Guide for Management to Grow the Business, Kogan Page.

MBAHR2103 MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT (MCSD) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *to demonstrate effective verbal and non-verbal communication skills in diverse managerial contexts.*
- *to enhance interpersonal and team communication abilities to support managerial decisions.*

Unit I: Managerial communication—nature and scope of communication, functions of communication; roles of a manager, communication process; communication network; Informal Communication—Corporate Communication and the role of HR—Managing People, Relationship and Politics.

Unit II: Roadblocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders; Effective Listening—Poor listening habits, types of listening; strategies for effective listening; Persuasive communication and Role of Mentoring—Interviewing Skills.

Unit III: Business presentations & public speaking—Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright; business presentation; sample outlines; Conversations— Essentials . Non—verbal communication—introduction; Elements of non-verbal communication—Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting non—verbal messages

Unit IV: Business Writing—Introduction, written business communication; Business letters, Common components of Business Letters; writing effective memos; Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations.

Unit V: HR Manager as Coach, Mentor and Negotiator –Background to Counselling– Development of Counselling Skill— Phases of Counselling and Role of HR Managers—Skills and Requirements of Negotiation and Counselling: Assertiveness and Interpersonal Skills, Active Listening, Respect, Genuineness—Social Skills at Workplace—Role Conflict in Counselling—Counselling services—Current trends, issues and practices in Negotiation and Counselling in Indian Industries—Skills in Public speaking

Suggested Readings:

1. Meenakshi Raman and Parkash Singh, Business Communications, Oxford.
2. E.H. McGrath, Basic Managerial skills For All, PHI, New Delhi.
3. R. Lesikar and J. Pettit, Business Communication, All India Traveller Bookseller.
4. M.M. Monnipally, Business Communication Strategies, TMH, New Delhi.
5. Michael Reddy, The Managers' Guide to Counselling at Work, Universities Press.
6. Eric Parsloe, The Manager as Coach and Mentor, Universities Press.
7. David Fontanna, Social Skills at Work, Universities Press.

ELECTIVE COURSES

MBAHRE1109 INDIAN ETHOS AND BUSINESS ETHICS (IEBE) [3 CREDITS]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***understand the principles of Indian ethos and their relevance to modern management practices and leadership values.***
- ***apply ethical issues in business using Indian philosophical frameworks and contemporary ethical theories.***

Unit I: Indian Ethos and Values: Managerial Perspective—Contextualisation of Indian Heritage, Culture and Ethos vis-à-vis Business and Managerial Perspectives—Comparing and Contrasting Indian and Western Management—Value Based Management and Human Values: Issues and Perspectives—The Indian Model of Managerial Effectiveness

Unit II: Business Ethics: Conceptual and Theoretical Perspectives—Indian Approach to Business Ethics—Issues in Understanding Ethical Issues in Business—Business Ethics and Stakeholders concerns—Ethical underpinning of CSR—Ethical Dilemmas in Business—Emerging Issues in Business Ethics—Perspectives from 'New Normal'—Institutionalization of Business Ethics—Managing Ethical Risk through assigned and voluntary programme

Unit III: Ethics in Decision-making and Organisational Behaviour—Role of Ethical Leadership—Leadership styles and ethical decision-making—Facets of effective ethical leaders—Individual Factors—Moral development—Organisational Factors—Ethics and Corporate Culture—Business response to environmental problems

Unit IV: Implementation of Effective Ethics Programme—Developing Ethics programme—Codes of Conduct and Ethics—Ethics Officer—Ethics and Legal Compliance—Ethics Training and Communication—Ethical Standards. Managing and Controlling Ethics Programmes—Ethics Audit, Benefits, Process.

Unit V: Ethics in the Functional Areas of Business—Ethics of HR/and related aspects—HR Managers and Business Ethics—The 'Giving' Model of Motivation—Universal Human Values.

Suggested Readings:

1. Andrew Crane and Dirk Matten, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press.
2. S. K. Chakraborty, Managerial Effectiveness and Quality of Worklife: Indian Insight, Tata Mc-Graw-Hill
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd
4. O C Ferrell and John Fraedrich, Business Ethics : Ethical Decision Making and Cases, Cengage Learning.
5. Andrew C. Wicks and R. Edward Freeman, Business Ethics: A Managerial Approach , Pearson Education.
6. Manuel G. Velasquez, Business Ethics: Concepts and Cases, Pearson.
7. William H. Shaw, Business Ethics: A Textbook with Cases, Cengage Advantage Books.
8. A.C Fernando, Business Ethics: An Indian Perspective, Pearson.

MBAHRE1110 INDIAN ECONOMY AND POLICY (IEP) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the structure and key sectors of the Indian economy, including agriculture, industry, and services, and their interlinkages.*
- *develop perspectives on policy-making and its implications for managerial decisions in a dynamic economic environment.*

Unit I: The Structure of the Indian Economy: Basic features—Natural resources —Broad demographic features—Population size and growth rates, gender composition, rural–urban migration, occupational distribution; Problem of overpopulation; Population policy—Infrastructure development —Objectives, strategy and pitfalls of planning in India

Unit II Agricultural Sector: Nature and importance; Trends in agricultural production and productivity; —Land Reforms—New agricultural strategy and green revolution— Rural credit, Agricultural marketing—Emerging Perspectives and Major Policy Issues and Policy Shift in Agriculture.

Unit III: Industry in India— Industrial development during the planning period— Industrial policy and Indian planning —Public Sector and Indian planning—Major Manufacturing Industries in India- Small and Medium Enterprises-Productivity in Indian industries; Industrial sickness; Under-utilization of capacity — factors accounting for it and consequences—Structural Transformation and Recent Policy Initiatives-Global competitiveness and Indian industry—Indian Economy and the Manufacturing sector: Perspective and Emerging Paradigm

Unit IV: New economic reforms — Liberalization, privatization and globalization; Rationale behind economic reforms; Progress of privatization and globalization—Financial Sector Reforms—2nd Generation reforms—Economic planning and the NITI Aayog

Unit V: Composition and direction of India's foreign trade—Balance of payments— Export promotion measures and the new trade policies—Foreign capital

Suggested Readings:

1. R. Datt, and K.P.M. Sundharam, Indian Economy, S. Chand & Company Ltd.
2. I. C. Dhingra, The Indian Economy : Environment and Policy, Sultan Chand & Sons
3. S.K. Misra and V.K. Puri, Indian Economy - Its Development Experience, Himalaya Publishing.House.
4. J. Sarkhel and S. Salem, Economic Principles and Indian Economic Problems, Book Syndicate.
5. Raj Kapila, Uma Kapila (eds.), India's Economy in the 21st Century: A Collection of Select Articles, Academic Foundation.
6. N. Ravichandran, Competition in Indian industries: a strategic perspective, Vikas Pub. House.
7. S. K. Ray, The Indian Economy, PHI

MBAHRE1111 DEVELOPMENT ECONOMICS (DE) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand key concepts and theories of economic development, including growth models, poverty, inequality, and human development.*
- *analyze the role of institutions, governance, and policy frameworks in the development of the country.*

Unit I: Meaning of Development and the Nature of Development Economics—Significance of Development Economics for Management Students— Some basic Indicators of Development—Human Development Index

Unit II: Classical Theories of Economic Growth and Development— Contemporary Models of Development and Underdevelopment (*Basic overview*)

Unit III: Poverty, Inequality and Development—Population Growth and Economic Development—Urbanisation and Rural–Urban Migration

Unit IV: Education and Health in Economic Development—Land, Labour and Agriculture—Environment and Development

Unit V: Development Policymaking and the Roles of Market, State and Civil Society—Finance and fiscal Policy for Development—Current issues and controversies in Development Economics: Indian and Global Perspectives

Suggested Readings:

1. M. P. Todaro and S. C. Smith, *Economic Development*, Pearson.
2. A. P. Thirlwall, *Growth and Development*, Macmillan.
3. Y. Hayami, *Development Economics*, Oxford.
4. G.M. Meier, *Leading Issues in Economic Development*, Oxford University Press.
5. H. Myint, *Economic Theory and Underdeveloped Countries*, Oxford University Press.

MBAHRE1112 BUSINESS LAWS (BL) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand and interpret fundamental legal principles and statutory provisions governing contracts, companies, partnerships, negotiable instruments, and labour-related regulations relevant to business and HR practices.*
- *analyze and apply legal frameworks in real-life business situations involving compliance, dispute resolution, and risk management, fostering legally sound and ethically responsible decision-making.*

Unit I: The Indian Contract Act, 1872 — Concept, Elements of contract, Agreement vis-à-vis contract, void agreement & voidable contract— Consideration— Capacity to contract— Free consent – Legality of object – Contingent contracts—Consequences of breach of contract— Quasi contract—Indemnity and guarantee— Agency—types of agency, agents duty.

Unit II: The Companies Act, 1956— Definitions— Lifting the corporate veil—Registration and incorporation—Memorandum of Association— Doctrine of Ultra Vires—Articles of Association—Doctrine of Indoor Management—Prospectus— Shares, kinds of share capital— Debentures— Directors— Position, Appointment, Removal, Power & Duties— Meetings—Winding up—Types of Companies--- Companies Act, 2013:Important provisions— Comparison between the Companies Act 2013 and Companies Act 1956 in relation to some important provisions.

Unit III: The Partnership Act, 1932-- Nature of Partnership— Relation of partners—Incoming and outgoing partners—Dissolution of Firm—Registration of Firms—effect of non-registration. Sale of goods Act, 1930—important provisions.

Unit IV: The Negotiable Instruments (Amendment and Miscellaneous Provisions) Act, 2002: Notes, Bills and Cheques—Promissory notes, Bills of exchange and cheques (Demand drafts, payment orders etc.)—Drawer, Drawee, Acceptor, Holder— Endorsement—Negotiation — Cross Cheques—Offences by companies

Unit V: Competition Act, 2002, Right to Information Act, 2005, Consumer Protection Act, 1986, Information Technology Act, 2000— Cyber Laws and Cyber security.

Suggested Readings:

1. N.D. Kapoor, Company Law. Sultan Chand.
2. Sen and Mitra, Company Law, World Press.
3. Farooq Ahmed,. Cyber Law in India, New Era Law Publications.
4. C.A. Mallin, Corporate Governance. Oxford.
5. P. Rai, Manual of Right to Information Act, Pentagon Press.

MBAHRE2113 BUSINESS ENVIRONMENT (BE) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the different components affecting the business environment.*
- *develop strategic thinking by assessing environmental risks and opportunities, enabling proactive and informed decision-making in a dynamic business context.*

Unit I: Overview and Framework of Business Environment—Economic Environment: Economic Development and Human Development; Different elements of economic environment; Role of Govt. of India; Industrial Policy; Fiscal Policy; Monetary policy; Economic reforms; Liberalization; Privatization and Globalization; Structural Adjustment Programme; Current trends in economic environment affecting business

Unit II: Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Cross-cultural issues in multinational and transnational Companies: International experience—NGOs and their operation

Unit III: International environment: Foreign Collaboration and cross border M&As; Multinational corporations and Globalisation; Foreign Capital and Foreign Investment; WTO & GATT— Emerging Economies and International Business—Overview of Doing Business Index, Global Competitiveness Index etc.

Unit IV: Business Legislations: Elements of Contract Act, Sale of Goods Act, Company law, Cyber law, Information Technology Act, Competition Laws, Right to Information Act, Legal issues relating to consumer protection, environment protection & reporting etc.

Unit V: Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trademark and copyrights—Infringement of IPR; Technology Transfer & related issues—4th Industrial Revolution: Context and Prospect.

Suggested Readings:

1. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing.
2. Mishra & Puri, Economic Environment, Himalaya Publishing.
3. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
5. A.C. Fernando, Business Environment, Pearson Education.

2. HUMAN RESOURCE MANAGEMENT**CORE COURSES**

MBAHR1206 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (FHRM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be to

- *understand the theoretical and practical functions of human resource management (HRM) including recruitment, selection, training, performance appraisal, and compensation management.*
- *analyze the role of HRM in achieving organizational goals and sustaining competitive advantage through managing and leading people in a dynamic workplace environment.*

Unit I: Introduction to HRM: Concept, Importance, History of HRM—Important Trends in HRM—Theories of HRM – Models of HRM – Hard and Soft HRM—Functions of HRM— Significance and Importance of HRM— HR Manager’s Role, Skills, and challenges – HR Policies, HRIS, IHRM, HCM, Knowledge Management, CSR, IHRM Toolkits—Use of Artificial Intelligence in HR functions.

Unit II: Procurement: Human Resource Planning— Objectives, Process, Job Analysis—Methods, Recruitment—Goals, Sources, Steps, Selection—Process— Employment Tests— Interviews , Placement, Induction –Digital onboarding and Induction

Unit III: Development: Performance Appraisal – Objectives, Techniques, Employee Training—Methods, Identify Training Needs, Employee Development—Methods, Evaluating Training Programmes — Career Planning – Succession Planning — Talent Management—Contemporary issues in Employee Engagement

Unit IV: Compensation: Wage and Salary Administration— Factors Influencing Wage and Salary Structure and Administration, Job Evaluation—Concept, Methods, Job Evaluation and the Pay Structure— Incentives and Fringe Benefits, HR budgeting: Concept, elements and process.

Unit V: Integration and Maintenance: Integration— Industrial Relations, Industrial Disputes, Collective Bargaining, Workers Participation in Management, Grievance, Trade Union, Maintenance— Labour Welfare, Social Security, Quality of Work Life.

Suggested Readings:

1. D. A. Decenzo and S. P. Robbins, Human Resource Management, Prentice Hall of India.
2. Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
3. Michael Armstrong: Handbook of Human Resource Management, Kogan Page.
4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
5. A. K. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi.
6. Debasish Biswas, The Romance of Human Resource Management, Himalaya Publication Limited, New Delhi.

MBAHR2202 HUMAN RESOURCE PLANNING AND DEVELOPMENT (HRPD) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *enable the students to understand the significance of manpower in an organisation and make plans accordingly to meet the manpower requirements of the organisation.*
- *enable the students to effectively and efficiently manage the human resources in any organisation.*

Unit I: Evolution of Human Resource Planning (HRP)—Contemporary approach to HRP— Process of HRP—Relation between HRP and other HR Functions— Productivity and Cost Considerations—Impact of Technology and Artificial Intelligence on HRP—Methods of Job Analysis, Job Description, Job Specification— Skills Analysis/Skill Inventory.

Unit II: Human Resource Planning: Tools, Methods and Techniques—Application of Quantitative Techniques in Forecasting Requirement and Availability of Human Resource— Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement –Labour Turnover –Succession Planning—Replacement Charts— Human Resource Planning in times of uncertainty like pandemic etc.

Unit III: Action Planning: Matching Requirement and Availability: Retention, Resourcing, Flexibility and Downsizing— Managing Redundancy and Alternatives to Redundancy—Recruitment planning and operations—Current practices in Recruitment: Outsourcing, e-recruitment etc

Unit IV: Employee Selection: Determining the utility of a selection instrument and statistical rationale for selection—Personal history data—Testing in Industry; Interviews and other selection devices—Decision-making for selection—Issues relating to managerial selection.

Unit V: Approaches to Human Resource Development– Integrated HRD Systems—HRD Climate in Organisations—Impact of Technology on HRD— Implication of Technological change on HRD—Issues in Marketing HRD.

Suggested Readings:

1. John Bramham, Human Resource Planning, Universities Press.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. Edward, Leek, et al., Manpower Planning, Strategy and Techniques in Organizational Context, Wiley.
4. J.W. Walker, Human Resource Planning, Mc Graw Hill.
5. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.

MBAHR2204 COMPENSATION AND BENEFITS MANAGEMENT (CBM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the different monetary and non-monetary benefits offered by the organisation to its employees in order to bring the best out of the employees at the workplace.*
- *equip the students to formulate appropriate compensation policies for the benefit of the employees.*

Unit I: Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage– Theories of Wages & Salary–Pay and Social Class–Machineries for Wage Fixation– Statutory provisions governing different components of reward systems–Wage criteria and wage machinery– Wage Components–Salary Benchmarking, designing KRA & KPI

Unit II: Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Strategic and Tactical pay related issues–Establishing Job Values and Relativities: Internal & External Equities–Job evaluation schemes, Internal Pay Structure, Reward survey–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation– Group/Individual Incentive, Designing Incentive Scheme

Unit III: Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay–Team Pay – Paying for Organisational performance–Recognition Process–Performance Management and Reward. Reward for Special groups–Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers –Components of Executive Compensation package.

Unit IV: Managing Reward Processes: Reward Management Roles–Reward Procedures–Controlling reward–Pay reviews–Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management– Strategic Reward: Concept, Aims–Strategic Reward and Reward Management–Purpose and Contents of Reward Strategy

Unit V: Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP–Computations of taxable income, overtime, etc.—Current trends and practices in Employee Benefit: Indian and Global perspectives.

Suggested Readings:

1. M. Armstrong & T. Stephens, Employee Reward Management and Practice, Kogan Page.
2. M. Armstrong & D. Brown, Strategic Reward, Kogan Page.
3. R.O. Henderson, Compensation Management, Englewood Cliffs, Prentice Hall.
4. M. Armstrong, and Murlis, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning, India.

6. Joseph J. Martocchio, Strategic Compensation—A Human Resource Management Approach, Pearson.
7. Richard I Henderson, Compensation Management in a Knowledge—Based World, Pearson Education.
8. Debasish Biswas, Compensation Management, Abhijeet Publications.

MBAHRE2205 TRAINING AND DEVELOPMENT (TD) [3 credits]**COURSE OUTCOME**

At the end of the course, the students shall be able to

- *understand the principles and process of various training methods and learning theories to enhance employee performance and organizational effectiveness.*
- *design effective training programs aligned with organizational goals and employee development needs.*

Unit I: Training and Development: An Overview– Training vs. Development – Role of training and development in organisations–Structure of Training Organisations–Training Process Model–Forces influencing the workplace and training–Learning Theories & Training–Constructivist Learning–Problem-based learning–The Trainer: Roles and competencies of Trainers–Business Strategy and Training & development–Strategies for Effective HR Training & Development–Emerging issues in training and development.

Unit II: Training Needs Analysis– Why, When and Where to look for Performance Discrepancies –Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques. Training Design– Organisational/Environmental constraints–Training Objectives–Facilitation of Learning–Facilitation of Transfer–Training Design Process–Key Factors in Designing–Training Design Theories.

Unit III: Training Methods: Matching training methods with outcomes–Lectures & Demonstrations, Computer—based Training, Games & Simulations, On-the-Job Training–Audiovisual Enhancements to Training–Training facilities–Key Areas of Organisational Training: Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, and other training programmes & Issues– Impact of Technology on Training–Choosing a training method–Group-based training methods–Training of special groups like sales and retail staff.

Unit IV: Management Development—Importance and Contemporary perspective of Management Development – Methods–Management Development Implications– Approaches for Management Development–Strategies for Development of Technical Managers, Executives and Future Executives—Strategic skill for Line Managers.

Unit V: Training & Development Evaluation: Rationale for Evaluation–Training & development outcomes –Types of Evaluation Techniques & Instruments –Training Evaluation Design Issues—Costing Training & Development Programmes–Measuring ROI of training & development programmes—Total Quality Training and HRD.

Suggested Readings:

1. R. A Noe and A. D. Kodwani, Employee Training and Development, McGraw Hill Education (India)
2. D. Agochiya, Every Trainer’s Handbook, Sage Publications.
3. J. P. Wilson (Ed), Human Resource Development: Learning and Training for Individuals and Organizations, Kogan Page
4. R. L. Graig, Training and Development Handbook, Mc Graw Hill international.
5. S. K. Mangal and S. Mangal, Psychology of Learning and Development, Prentice Hall
6. Lynton and Pareek, Training for Organisational Transformation, Sage Publications.
7. I. Dayal, Management Training in Organisation, Prentice Hall of India.
8. D. L. Kirpatrick, Evaluating Training Programmes, Berret—Koehler, San Francisco.
9. Bhirmani and Seth, Evaluating Management Training and Development, Vision.

MBAHR3202 PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING (PMCM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the concepts and components of performance management systems and analyze various performance appraisal methods and tools to evaluate employee contributions and identify development needs.*
- *design and implement effective performance management strategies that align individual performance with organizational objectives.*

Unit I: Performance Management: Understanding Performance and performance management — Principles and Contribution of Performance Management—Hazards of poorly implemented performance management system— Contributions of Performance Management—Performance Management and Performance Appraisal: Basic difference vis-à-vis features and uses — Concerns of Performance Management—Ethical considerations— Legal Issues in Performance Management

Unit II: Model and Process of Performance Management—Performance Management Cycle— Role Definition—Personal Development Plan—Performance Agreement— Performance Review—Balanced Scorecard approach to PMS— Linkage between Performance management, human resource development and reward management—Specific Issues relating to Team Performance Management.

Unit III: Performance Appraisal System—Meaning, Features and Objectives of Performance Appraisal— Factors affecting Performance Appraisal— Benefits of Performance Appraisal— Problems with Performance Appraisal— Essentials of a Good Appraisal System— Evaluation of a Performance Appraisal System.

Unit IV: Appraisal Methods— Traditional and Modern approaches— Scope of application in various industries — Advantages and disadvantages—Concept of Potential Appraisal —Requirements for an Effective Potential Appraisal system—Performance Appraisal and Potential Appraisal.

Unit V: Competency Mapping: Concept of Competency and Competence— Constituents of competence—Types of Competencies—Competency mapping: Approaches and Process – Competency modeling and Competency Assessment – Competency based HRM applications: Recruitment and selection, Training and Development, Reward.

Suggested Readings:

1. Michael Armstrong: Performance Management— Key Strategies and Practical Guide, Kogan Page.
2. Murphy and Cleaveland, Performance Appraisal, Sage Publication.
3. Chadha, Performance management, Excel Books.
4. Hartle, Transforming Performance Management Process, Kogan page.
5. R. Khandula Srinivas, Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India.
6. Herman Aguinis, Performance Management, Pearson Education.
7. A. S. Kohli and Tapomoy Deb, Performance Management, Oxford University Press.

MBAHR3203 FUNDAMENTALS OF INDUSTRIAL RELATIONS (FIR) [3 credits]**COURSE OUTCOME**

At the end of the course, the students shall be able to

- *understand the foundational concepts of industrial relations and factors shaping industrial relations in India and other economies.*
- *develop practical insights into industrial relations strategies for building cooperative and productive industrial relations in different organizations.*

Unit I: Concept of Industrial Relations – Characteristics, Objectives, Significance & Factors of Industrial Relations—Employment and Indian Labour—Globalisation and Industrial Relations – Indian Industrial Relations System: Labour Policy – Suggestion to improve Industrial Relations in India –IR Institutions in India—Industrial Peace –HRM and IR

Unit II: Industrial Disputes in India: Meaning—Difference between Industrial Disputes and Industrial conflict –Forms of Industrial Disputes– Impact of Industrial Disputes– Difference between Human Relations and Industrial Relations– Prevention and settlement of industrial disputes—IR Machineries—Labour Welfare

Unit III: Worker's Participation in Management: Concept, Origin & Growth of Workers' Participation in Management – Forms of Workers' Participation in India—Effective Workers' Participation in India—Concept of Quality circle –Organisation structure of Quality circle.

Unit IV: Employee Discipline: Concept of Discipline – Aspects & Objectives of Discipline – Causes of Indiscipline – Types of Discipline—Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach– Essential of Good Disciplinary System— Arguments against punishment—Principles for maintenance of discipline – Disciplinary Action. Employee Grievance: Evolution of Standing Orders – Objects of Standing orders – Concept and Causes of Grievances – Sources of Grievance– Grievance Redressal Machinery –Grievance Procedure –Views of National Commission on Labour. Regulation of Industrial Relations in India Tripartite Bodies, Code of Discipline: Principles, Features and Objectives—Code of Discipline in industry

Unit V: Trade Unionism, Collective Bargaining and Negotiation: Concept, Functions of Trade Unions– Types of Trade Unions—Problems of Trade Unions in India. Collective Bargaining –Concept, Principles– Forms of Collective Bargaining –Theories of Collective Bargaining—Collective bargaining in practice—Case studies. Negotiation – Effective negotiation, Current trends, issues and practices in Negotiation in Indian Industries.

Suggested Readings:

1. C. B. Mamoria, Satis Mamoria and P. Subha Rao, Dynamics of Industrial Relations, HPH.
2. G. A. Armstrong, Industrial Relations—An Introduction ,George G. Harrap & Co. Ltd., London.
3. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan.
4. C. S. Venkataratnam, Industrial Relations, Oxford.
5. P. C. Tripathy, Personnel Management and Industrial Relations , Sultan Chand & Sons, New Delhi.
6. Debasish Biswas, Industrial Relations and Labour Welfare, Abhijeet Publications.
7. N. F. Dufty, Industrial Relations in India, Allied Publishers.
8. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
9. Arun Monappa, Industrial Relations, Tata McGraw Hill.

MBAHR3204 LABOUR LAWS-I (LL—I) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand and apply the basics and need for labour legislation and the major forces shaping the labour legislation in India.*
- *understand the directions and guidelines of the Constitution and statutory legislations concerning labour in order to bring social justice and social equality.*

Unit I: Need for legislation in general—Scope and Source of Labour Legislation—Principles of Labour Legislation—Classification of Labour Legislation—Constitutional guidelines concerning labour in India— National Commission on Labour and Labour Laws—Labour Law Compliance: Imperatives for HR Managers—Transition to Labour Codes: Issues and Perspectives-.

Unit II: International Labour Organisation— Conventions—Recommendations— Impact on labour laws in India—Guidelines of Universal Declaration of Human Rights.

Unit III: Laws Relating to Working Hours, Conditions of Service and Employment: The Factories Act, 1948— Contract Labour (Regulation & Abolition) Act, 1970— The Shops & Commercial Establishments Act, 1961

Unit IV: Laws Relating Working Condition in Special Types of Concerns—The Mines Act, 1952 : Object, Interpretation, Health, Safety and Welfare measures, Working hours, Leave with wages, Inspecting Staff—The Plantation Labour Act, 1951 : Scope, Object, Registration, Health and Welfare measures, Working hours, Leave with wages, Inspecting Staff.

Unit V: Laws relating to Wages and Remuneration: The Minimum Wages Act, 1948—The Payment of Wages Act, 1936—Equal Remuneration Act, 1976.

Suggested Readings:

1. N.D.Kapoor, Handbook of Industrial Law, Sultan Chand & Sons.
2. S.N.Mishra, An Introduction to Labour and Industrial Laws, A.L.Agency.
3. P.K. Padhy, Labour and Industrial Laws, Prentice Hall India Pvt.
4. Krishna Iyer, Protection of Human Rights, C.L. Agency.
5. Amitava Ghosh and Amir Jafar, Labour and Environmental Laws in India, Levant publication

MBAHR4201 LABOUR LAWS—II (LL—II) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand and apply the basics and need for labour legislation and the major forces shaping the labour legislation in India.*
- *understand the directions and guidelines of the Constitution and statutory legislations concerning labour in order to bring social justice and social equality.*

Unit I: Laws Relating to Industrial Relations— The Industrial Dispute Act, 1947— The Industrial Employment (Standing Order) Act, 1956— The Trade Unions Act, 1926

Unit II: Law Relating to Social Security and Social Insurance: The Employee's Compensation Act, 1923—The Employees State Insurance Act, 1948—The Maternity Benefit Act, 1961—Payment of Gratuity Act, 1972— Unorganised Workers' Social Security Act, 2008.

Unit III: Law Relating to Payment of Bonus: The Payment of Bonus Act, 1965.

Unit IV: Laws Relating to Protection of Child Labour and Women at Workplace—The Child Labour (Prohibition and Regulation) Act, 1986— Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

Unit V: Labour Law Reforms— Codes on Wages, Industrial Relations, Social Security and Occupational Safety, Health and Working Conditions.

[Land mark judgments to be discussed in the class]

Suggested Readings:

1. P.L. Malik, Hand Book and Industrial Establishment Law, EBC.
2. H. L.Kumar, Practical Guidance to Labour Management, Universal.
3. S. C. Srivastav, Industrial and Labour Laws ,Vikas Publishing Houses.
4. N D Kapoor, Handbook of Industrial Law, Sultan Chand, New Delhi.
5. Amitava Ghosh and Amir Jafar, Labour and Environmental Laws in India, Levant publication

MBAHR4202 STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the strategic role of human resource management through aligning HR strategies with business strategies for strategic HR decision-making in dynamic business environments.*
- *design strategic HR interventions for the attainment of long-term organizational goals and sustaining competitive advantage.*

Unit I: Strategic Human Resource Management: Framework and Integrative perspective—Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource-Based view of the firm– Strategic role of HR function– Aspects of Alignment between Business Strategies and HR strategies— Case Studies

Unit II : Functional Strategic Human Resource Strategies— Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy— Case Studies

Unit III: Strategic HRM and Strategic Change— Strategic HR issues and role of HR in the context of Employee Engagement, Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc— Case Studies

Unit IV: Evaluating and Measuring the Impact of Strategic HRM—Overview and Approaches—Quantitative and Qualitative Criteria– Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc –Evaluating strategic Contributions of Traditional HR Areas— Strategic contribution of HRM to organizational success—High Performance Work Practices (HPWP)— Case Studies

Unit V: Human Resource Strategy and the Dynamics of industry-based Competition—Strategic HRM for specific business situations—Strategic HRM practices in Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms—Corporate HR Strategy in the Global Economy— Strategic HRM in ‘New Normal’—Strategic HRM, Sustainable HRM Practices and Corporate Sustainability—Strategic HR readiness in times of uncertainty and crises like pandemic, natural disaster etc, case Studies.—Strategic HRM vis-à-vis Artificial Intelligence, Machine learning, Robotics etc.

Suggested Readings:

1. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
2. G. F. Dreher and T. W. Dougherty, Human Resource Strategy, Tata Mc Graw—Hill.
3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
4. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
5. C. Maybey and G. Salaman: Strategically Managing Human Resource, Infinity Books.
6. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.
8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
9. S.Vanka, M.B. Rao, S. Singh, M.R. Pulaparthy, (Eds.) Sustainable Human Resource Management: Transforming Organizations, Societies and Environment, Springer.

MBAHR2206 SUMMER INTERNSHIP PROJECT (SIP) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *apply theoretical knowledge to real-world business scenarios and gain hands-on experience in a professional work environment to develop critical thinking, problem-solving, and decision-making skills by engaging in industry-specific tasks and projects.*
- *prepare and present a comprehensive project report, demonstrating clarity in research, data analysis, and business insights aligned.*

MBAHR4203 DISSERTATION AND FIELD WORK (D&FW) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *conduct independent research on a HR and management-related problem and apply techniques for data collection, analysis, and interpretation in real-world business or organizational contexts.*
- *enhance skills in academic writing, critical thinking, and structured reporting through the preparation of a detailed dissertation.*

MBAHR4204 COMMUNITY ENGAGEMENT [2 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand community dynamics and the role of HR in fostering inclusive development.*
- *design and implement community-based interventions promoting education, livelihood, or social equity and to apply management and problem-solving skills to design and implement interventions that create positive social impact.*

ELECTIVE COURSES

MBAHRE2208 MANAGERIAL COUNSELLING AND NEGOTIATION SKILLS (MCNS) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *demonstrate effective counselling and interpersonal communication strategies in managerial roles.*
- *apply structured negotiation frameworks in resolving industrial and HR conflicts.*

Unit I: Managers as Counsellors—Specific Role of HR managers in counselling—The Helping Relationship and the Helping Process—Helpers and Clients as diverse persons.

Unit II: Development of Counselling Skill—Internal Frame of Reference—Attention and Interest—Managing resistance and making referrals—Active listening—Problem—solving—Coaching, demonstrating and rehearsing

Unit III: Important issues in managerial counseling—Multi-cultural and gender issues—Ethical issues— Specific counselling issues for HR managers.

Unit IV: Significance of Negotiation skills for Managers—interpersonal skills—Understanding the Imperatives for negotiation— basic theoretical principles— Planning for effective negotiations— Negotiation Process

Unit V: 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 — Current trends, issues and practices in Negotiation in Indian Industries

Suggested Readings:

1. Richard Nelson and Jones, Basic Counselling Skills: A Helper's Manual, SAGE.
2. Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press.
3. Michael L Spangle, Myra Warren Isenhardt, Negotiation Communication for Diverse Settings, Regis University.
4. K. Singh, Counselling Skills for Managers, Prentice—Hall.
5. F. Alan, Negotiation Skills and Strategies, Universities Press.

MBAHRE2209 TRADE UNIONISM AND COLLECTIVE BARGAINING (TUCB) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the evolution, structure, and functions of trade unions, and analyze their role in industrial democracy, labour representation, and organizational negotiation processes.*
- *evaluate collective bargaining theories and practices, and apply negotiation strategies effectively in resolving industrial disputes and fostering cooperative employer–employee relations.*

Unit I: Trade Unionism: Conceptual aspects from multifarious perspectives— Evolution of Trade Unions—Functions of Trade Unions— Types of Trade Unions— Theories of Trade Unionism— Employer’s Organization— Decline of Trade Unions— Future Direction of Trade Unions.

Unit II: Trade Unions in different countries– Trade unions in the informal sector— Challenges and Opportunities— Women and Trade Unions.

Unit III: Collective Bargaining: Concept—Principles—Process—Objectives— Theories of Collective Bargaining— Forms of Collective Bargaining— Levels of Collective Bargaining— Obstacles in Collective Bargaining— Collective Bargaining: Success or Failure— Recommendations of National Commission on Labour on Collective Bargaining.

Unit IV: Current Scenario of Collective Bargaining in India—Collective Bargaining Agreement— Enforcement of collective bargaining agreements— Emerging Trends of Collective Bargaining in public and private sector.

Unit V: Negotiation: Conceptual issues and Dimensions— Negotiation and Collective Bargaining— Role of HR Manager in Negotiation and Collective Bargaining— Skills for Effective Negotiation— Current trends, issues and practices in Negotiation in Indian Industries.

Suggested Readings:

1. C. B. Mamoria, Satis Mamoria and S. V. Gankar, Dynamics of Industrial Relations.
2. G. A. Armstrong: Industrial Relations—An Introduction ,George G. Harrap & Co. Ltd., London.
3. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan.
4. C. S. Venkataratnam, Industrial Relations, Oxford.
5. S. C. Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi.
6. Arun Monappa, Industrial Relations, Tata Mc—Graw—Hill.

MBAHRE2210 UNDERSTANDING SELF: INDIAN PERSPECTIVE (USIP) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *explore the concept of ‘self’ through Indian philosophical, historical, and psychological perspectives, and reflect on personal values, identity, and self-esteem in the context of managerial roles.*

- *apply insights from Indian thought and self-exploration to develop authentic leadership, interpersonal effectiveness, and purpose-driven behaviour in professional and organizational settings.*

Unit I: Understanding Self- Formation of Self— Importance of Self Understanding— Self in Western Perspective—Self in Indian Perspective— Self and Identity— Self exploration— Role of self exploration in understanding Self.

Unit II: The Concept of Self in Epics and Historical Events— Self in Indian Philosophy and Managerial Implications.

Unit III: Self Identity- Role of Society in Self Identity- Social Identity- Social Identity Theory and Self Identity, Self Esteem and Self Identity.

Unit IV: Creating Self Identity at Workplace- The Process of creating work identity- Organisational Values to create better self identity at workplace.

Unit V: Self concept- Self concept in business organisations-Self Image- Linkage between Self image and business- Self Esteem- Issues in understanding self in modern times-lessons to be learned and managerial implications—Case Studies in Indian Context.

Suggested Readings:

1. K. Ramakrishna Rao and Anand C. Paranjpe, Psychology in the Indian Tradition, Springer.
2. M. R. Leary and, J.P. Tangney, Handbook of Self and Identity, The Guilford Press.
3. N. Vasisth and N. Rajput , Business Ethics & Values, Taxmann Publication.
4. Nathaniel Branden, The Psychology of Self Esteem, Nash Publication.

MBAHRE3205 ECONOMICS OF HUMAN RESOURCES (EHR) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *Apply economic principles to analyze HR practices including wage determination and labour supply-demand.*
- *Evaluate labour market dynamics and employment trends using economic models.*

Unit I: Understanding the “Economics” of “Human Resources”— Human Capital Theory — Convergence/Divergence Between Market for Human Resource and Other Markets—The Demand for Human Resources— Shortrun and Longrun Demand—Elasticities of Demand for Human Resources—The Supply of Human Resources—Basic Model of Work-Leisure Decision—Becker’s Model of Allocation of Time.

Unit II: Wage Determination and the Allocation of Human Resources—Labour Market policies—Wage Structure and Wage Differentials—The Job Search Model: Internal and External.

Unit III: Economic Issues in Compensation—Alternative Pay schemes and labour efficiency—Agency Problem—Pay for Performance and other contemporary issues

Unit IV: Human Resource Participation Rate: Issues and Trends—Hours of Work: Emerging Trends in Mobility, Migration and Efficiency—Contemporary issues in labour mobility and employment trends in India—Basic Issues in Labour Market Discrimination.

Unit V: Economic Perspectives and Trends in Trade Unionism—Model of the Bargaining Process and Economic Implications—Economic Impact of Unions.

Suggested Readings:

1. C. R. Mcconnell, S. L. Brue and D. A. Machpherson, Contemporary Labor Economics, McGraw Hill.
2. P. Cahuc and A. Zylberberg, Labor Economics, PHI Learning.

3. Dwayne Benjamin, Morley Gunderson and Craig Riddell, Labour Market Economics, McGraw-Hill Ryerson Ltd
4. T. N. Bhogaliwal, Economics of Labour and Social Welfare, Sahitya Bhawan.
5. K. N. Vaid, Labour Welfare in India, Sri Ram Centre for Industrial Relations.
6. J.E. King, Labour Economics, Macmillan.

MBAHRE3206 HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR (HRMSS) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the distinctive features, HR challenges, and employment patterns across various service industries such as IT, healthcare, education, tourism, and hospitality.*
- *design and apply context-specific HR policies and practices that enhance employee engagement, service quality, and organizational performance in people-intensive service environments.*

Unit I: Service Sector and HRM: Contextual Perspective—Generic issues in understanding HRM in Service sector—HRM in Public Services Enterprises

Unit II: HRM in IT/ITeS Industry: Overview and pattern of workforce—Legal Environment—HRM policies and procedures—securing human resources—human resources in action—special human resources concerns

Unit III: HRM in Sports Industry—HRM in Educational Institutes

Unit IV: HRM in Healthcare Industry— Emerging trends and practices

Unit V: HRM in Tourism and Hospitality—Nature of Human Resource and Employment Pattern in the Tourism and Hospitality sector and subsectors—Important HRM practices in the Tourism and Hospitality.

Suggested Readings:

1. David K. Hayes and D. Jack, Ninemeier Human Resources Management in the Hospitality, Wiley.
2. Michael Boella and Steven Goss Turner, Human Resource Management in the Hospitality Industry: A Guide to Best Practice, Routledge.
3. Dennis Nickson, Human Resource Management for the Hospitality and Tourism Industries , Routledge.
4. Packianathan Chelladurai, Human Resource Management in Sport and Recreation — 2nd Edition, Human Kinetics.
5. Evan M. Berman, James S. (Stephen) Bowman, Jonathan P. West , Jonathan P. West , Montgomery R. Van Wart, Human Resource Management in Public Service: Paradoxes, Processes, and Problems , Sage.

MBAHRE3207 STRESS MANAGEMENT AND EMPLOYEE WELL-BEING (SMEW) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the causes, symptoms, and consequences of stress in workplace settings and apply psychological and managerial techniques for stress reduction and resilience building.*
- *design and evaluate strategies for promoting employee well-being, work-life balance, and a healthy organizational climate conducive to sustainable performance.*

Unit I: Understanding Stress – Nature of stress— Symptoms of Stress— Causes of Stress— Types of Stress— Effects of Stress— Models of Stress: General Adaptation Syndrome— Burnout Stress Syndrome— Eustress vs. Distress— Stress and Performance—Cost of Stress— Tools for Stress Measurement.

Unit II: Stress Management— Overview— Need for Stress Management—Stress Prevention Strategies— Mindfulness—Managing Emotions—Values—Time and Life Management—Social Support—Communication Skills to reduce Stress— The four A's of Stress Prevention— Avoid, Alter, Adapt & Accept.

Unit III: Stress Reduction Strategies— Personal SWOT— Meditation and self-introspection—Healthy Relationship— Yoga— Spirituality— Therapy and Healthy Lifestyle for Managerial Effectiveness.

Unit IV: Employee Wellbeing: Concept—Domains of Wellbeing— Psychological well-being—Why it matters for individuals and organisation—Wellbeing at Workplace— Strategies for Employee Wellbeing: Worklife Balance—Health & Safety—Employee Assistance Programs— Case Studies.

Unit V: Measuring Wellbeing and Workplace factors—Improving Wellbeing, Personal Development, Resilience, building an healthy workplace—Happiness at Workplace — Wellbeing policies at workplace— HR's Role in Employee Wellbeing—Relevant Case studies.

Suggested Readings:

1. S Michael Olpin and Margie Hesson, Stress Management for Life: A Research—Based Experiential Research Cengage.
2. K. Davis and J. W. Newstrom: Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
3. Fred Luthans, Organizational Behavior McGraw—Hill Book Company.
4. Alok Chakrawal and Pratibha Goyal, Stress Management, Studera.
5. Jeffrey A. Kottler and David D. Chen, Stress Management and Prevention: Applications to Daily Life, Routledge .
6. Andrew Kinder, Rick Hughes and Cary L. Cooper, Employee Well—being Support: A Workplace Resource.
7. Jerrold Greenberg , Comprehensive Stress Management, McGraw Hill .
8. Cary L. Cooper and Ivan Robertson, Well—being: Productivity and Happiness at Work, Palgrave Macmillan.
9. Jessica Pryce—Jones, Happiness at Work: Maximizing Your Psychological Capital for Success, Wiley.

MBAHRE3208 EMPLOYEE EMPOWERMENT AND ENGAGEMENT (EEE) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- ***understand the concepts, theories, and importance of employee empowerment and engagement in enhancing organizational performance.***
- ***design strategies and initiatives to foster a culture of empowerment, trust, and accountability at the workplace.***

Unit I: Empowerment: Concept, Basic issues and concerns—Employee Empowerment Best practices—Legal framework

Unit II: Employee empowerment— creating a vision and support building— Balancing Autonomy and Dependence—

Unit III: Employee Engagement— Conceptual issues—Consequences of Engagement – Keys to Engagement—Levels of Engagement—Building Engagement—Engagement culture—Engagement Survey— Best Practices—Legal Aspects—Engagement Equation, Leadership Strategies—Workplace frustration and strategies to put an end to it

Unit IV: Designing Organisation, Work and Reward for Employee empowerment and employee engagement— Information channels— Role of Unions and their involvement— High Involvement management Practices

Unit V: Evaluation of Empowerment and Engagement—Basic Considerations—Steps in Evaluation— Critical Issues in Evaluation of Employee empowerment and engagement and its difference with other evaluation approaches—Current practices

Suggested Readings:

1. P. Block, The Empowered Manager, Jossey Boss.
2. E E Lawler III, The Ultimate Advantage: Creating High Involvement Organisation, Jossey Boss.
3. J B Mondros and S M Wilson, Organising for Power and Empowerment, Columbia University Press.
4. DBM Fetterman, Foundation of Empowerment Evaluation, Sage.
5. C. Argyris, On Organisational Learning, Blackwell.
6. Kevin Kruse, Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work.
7. William H. Macey, Benjamin Schneide), Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, Wiley—Blackwell.
8. Jim Haudan ,The Art of Engagement: Bridging the Gap Between People and Possibilities.
9. Simon L. Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practice; Edward
10. Christopher Riceand Fraser Marlow, The Engagement Equation: Leadership Strategies for an Inspired Workforce
11. Mark Royal and Tom Agnew, The Enemy of Engagement: Put an End to Workplace Frustration— —and Get the Most from Your Employees, Amacom

MBAHRME3220 HUMAN RESOURCE DEVELOPMENT (HRD) [4 credits]***GENERIC ELECTIVE / INTERDISCIPLINARY ELECTIVE COURSE*****COURSE OUTCOME*****At the end of the course the students shall be able to***

- ***understand the concepts, scope, and significance of Human Resource Development in enhancing individual and organizational capabilities.***
- ***apply HRD tools to enhance capacity-building and performance in non-profit or educational settings.***

Unit I: Human Resource Development (HRD): Foundational terms and aspects—Micro, Macro and Societal Concerns—National Economic Development and Human Resource Development—Learning and HRD—Fundamentals of Adult Learning —Learning Organisations and Knowledge Management: Concepts and Issues—HRD Climate and culture.

Unit II: Assessing HRD Needs and Designing Effective HRD Programmes: Imperatives for Business and Non—Profit Organisations — Implementing HRD Programmes: Learning environments, Infrastructure and Resources, Emerging Issues involving Technology in training and issues concerning open, distance, flexible learning and e-learning.

Unit III: Overview of Popular Training Methods Used in Business Organisations—Specific Training Issues and Instruments for Employees of Non-Profit Organisations, Faculty Members, Administrators, Social Workers etc. —Assessment and Evaluation of HRD in Business and Non-Profit Organisations: Approaches to evaluation.

Unit IV: Concept of HRD Audit—Issues involving performance management, career management and career development—Organization Change and Development: Issues and considerations for business and non—profit organisations.

Unit V: Human Resource Development in Government System—HRD in Education—Skill Building, Skills and Technical Training for professional development—Institution building and the role of HRD.

Suggested readings:

1. John M. Werner, Randy L. DeSimone, Human Resource Development, Cengage Learning
2. J P. Wilson, Human Resource Development: Learning and Training for Individuals and Organisations, Kogan Page.
3. T. V. Rao, Human Resources Development: Experiences, Interventions and Strategies, Sage.
4. T. V. Rao, Readings in Human Resource Development, Oxford and IBH Publishing.

MBAHRE4205 INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM) [3 credits]**COURSE OUTCOME**

At the end of the course, the students shall be able

- *understand the principles, challenges, and cultural dimensions of managing human resources in multinational and global organizations.*
- *To apply international HRM practices including global staffing, expatriate management, cross-cultural training, and international labour regulations to enhance global workforce effectiveness.*

Unit I: Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

Unit II: International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs– Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

Unit III: Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development –Expatriate training: Important Issues and Concerns

Unit IV: Global Employment Relations and Employment Laws– Cross–border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross–country perspective– Labour Union and International Employment Relations–Response of labour unions to multinational corporate action.

Unit V: Issues and Challenges in IHRM– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context–Flexibility in IHRM–IHRM issues in different strategic options of organizations–Case studies on International Human Resource Management

Suggested Readings:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press.
2. A.V.Phatak, International Dimensions of Management, Cincinnati, South Western College.
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford.
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press.

MBAHRE4206 HUMAN CAPITAL MANAGEMENT AND HR AUDIT (HCM& HRA) [3 credits]**COURSE OUTCOME**

At the end of the course, the students shall be able to

- **Measure and analyze human capital as a strategic organizational resource.**
- **Design and conduct HR audits to assess effectiveness of HR functions and compliance.**

Unit I: Concept of Human capital—Intellectual capital—Social capital—Organisation capital—Practical Implications of intellectual capital theory. Concept of HCM— Rationale for HCM— HCM and HRM— concept of human capital advantage and resource-based strategy—Process of HCM—HCM Drivers, HCM Journey, Developing HCM—Measuring HR.

Unit II: Practice of HCM: Human Capital Data—Measuring human capital—Measurement Issues, Classification of measures, Developing Measures—Human Capital Measurement Models—Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organisational Performance Model, Human Capital Index, Engagement Model, People and Performance Model —Human capital reporting—applications of HCM.

Unit III: The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM—The business partner concept and HCM—The skills HR specialists need for HCM—Future of HCM

Unit IV: Return on Investment (RoI) of Human Capital— Measurement of Human capital's contribution to enterprise goals— Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics—Leverage of Human capital RoI.

Unit V: Human Resource Accounting: Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation—Issues in budgeting HR—HR Audit—Concept, Types, Process, Approaches. Human Resource Audit—Information gathering, evaluation, analysis and action planning.

Suggested Readings:

1. Angela Baron & Michael Armstrong, Human Capital Management— Achieving Added Value Through People, Kogan Page.
2. Eric G. Flamholtz, Human Resource Accounting—advances in concepts, Methods, and Applications, Kluwer Academic Publishers.
3. Jac Fitz-enz, The ROI of Human Capital—Measuring The economic Value of Employee Performance, Amacom
4. M K Kolay, Human Resource Accounting, ICWAI.
5. John McConnell, Auditing your Human Resources Department, AMACOM
6. T V Rao, HRD Audit, Sage Publications.

MBAHRE4207 CONTEMPORARY EMPLOYMENT RELATIONS (CER) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- **understand the evolving nature of employment relations in the context of globalization, technology, and changing workforce dynamics.**
- **design strategic approaches to foster positive employment relations in the contemporary business world.**

Unit I: Work and Employment—Understanding Employment Relations— the Industrial Relations perspective of Employment Relations— Dunlop's Model of IR— Elements of Employment Relations— Theoretical Approaches to Employment Relations— Recent trends in Employment and its impact on Employment Relations.

Unit II: Understanding Interpersonal processes in Employment relations— Grievance Procedures and Handling of Discipline— Employee Representation at workplace— Issues concerning pay and working hours—Employee

Involvement—Redundancy and Insecurity— The intensification of work—The employment relations climate and its implications.

Unit III: Organisational Processes in Employment Relations—Employee Voice—Collective bargaining— Joint Consultation— negotiation, conflict and protest in employment relations.

Unit IV: Managing employment relations: Managing with trade unions in unionized environment— Role of HRM in managing ER in non-unionized sectors— Labour Legislation and Employment Relationship— Collective Negotiation with white collar employees—Future Direction of Employment Relationship.

Unit V: Emerging issues in Employment Relations— Employee Empowerment—Employee Engagement— Employee Wellbeing— Psychological Contract— Managing Employment Relations in Gig Economy— Contemporary Trends of ER in India.

Suggested Readings:

1. Tony Bennet, Richard Saundry and Virginia Fisher, Managing Employment Relations, Kogan Page Publishers.
2. William Steve and Derek Adam—Smith, Contemporary Employment Relations, Oxford University Press.
3. Derek Rollinson and Tony Dundon, Understanding Employment Relations.
4. Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan.
5. Ed Rose, Employment Relations, Pearson Education.
6. C. S. Venkataratnam and Manoranjan Dhal, Industrial Relations, Oxford.

MBAHRE4208 HUMAN RESOURCE INFORMATION SYSTEM (HRIS) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the concepts, components, functions and processes of Human Resource Information Systems (HRIS) and their role in HRM.*
- *analyze support provided by HRIS supports various domains of HR.*

Unit I: System: Concepts, Characteristics and Classification—Information System: Role, Functions & Types—Organisations and Information Systems— Decision Support System (DSS)—Knowledge Based Systems—Business Intelligence, Expert System, Artificial Intelligence (AI) — Data Warehousing — Data Mining — Database Management System (DBMS) – Database concepts and applications in Human Resource Information System (HRIS).

Unit II: Management Information System— Concept, Necessity and Functional Applications—HRIS: Framework and Overview—HRIS Needs Analysis—HRIS, Cost-benefit considerations, change management and other considerations in reshaping HR function using technology

Unit II: H.R.I.S Planning & Designing, System Consideration, Hardware & Software of HRIS—Planning, Installation, Modification, Acceptance Tasking—Critical considerations in HRIS Implementation—Maintaining & Enhancing HRIS

Unit IV: Application of HRMS in Employment Management, Compensation, Benefit, Training & Development, HRP, Grievance Redressal, Occupational Health & Safety and Payroll.

Unit V: HRIS in different types of organizations—Packaged Human Resources Information Systems— Exposure to HRIS software—Basics of Networking, Internet, Intranet, Technology Implications— Uses of Internet and Telecommunications in HR functions such as Acquisition, Training & Development etc.

Suggested Readings:

1. M. Jaiswal and M. Mittal. Management Information System. Oxford University Press.
2. M. J. Kavanagh and M. Thite, Human Resource Information Systems: Basics, Applications, and Future Directions, Sage
3. Keen, Decision support system: An Organizational Perspective. Addison-Wesley Pub.
4. K.C. Laudon and J.P. Laudon, Management Information Systems. Pearson Education.

5. Navatha Elmasari. Database Management System. McGraw Hill.
6. Turba Efrin. Decision Support & Expert Systems — Management Perspective. Macmillan.
7. Vincent R. Ceriello, Human Resource Management System –Strategies, Tactics and Techniques, Lexington.
8. Tony Ivey, Personnel Computer System, Mc Graw Hill International.

MBAHRE4213 CROSS CULTURAL AND DIVERSITY MANAGEMENT (CCDM) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the key concepts of culture, diversity, and inclusion and their implications in global and multicultural workplace environments.*
- *develop strategies to manage a diverse workforce through application of various cross-cultural frameworks and models.*

Unit I: Concept of Culture– Culture and Organisational Life —Cross-Cultural Differences and Managerial Implications–Hofstede’s Study–Cultural environment–Exploring the cultural frameworks –Important cross-cultural and diversity issues relating to International Management– Cross-cultural Competencies for Global Manager

Unit II: Recruiting, Retaining and Promoting Culturally-Different Employees– Recruitment and selection issues vis-à-vis cultural context– Understanding the intercultural communication and interaction process–Performance management, employee development vis-à-vis cross-cultural perspective– Culture and reward systems–Culture, Retention and Promotion.

Unit III: Culture vis-à-vis Organisational Issues– **Technology and Culture in Organisations**– Cultural issues in Merger and Acquisitions–Global Culture and Organisational processes–Cross-cultural issues in Business Process Reengineering, Total Quality Management, etc–Workplace diversity and training

Unit IV: Types of international employees and special categories of employees in International context– New realities of the workforce, including demographic, legislation, and social policy trends around the world– Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges

Unit V: **Understanding and Managing Diversity in Indian and Global Context– Individual, Social Identity and Organisational Diversity–Diversity and Organisational culture–Diversity and Gender– Contemporary Issues in Workplace Diversity.**

Suggested Readings:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press.
2. Michàlle E. Mor-Barak, Managing Diversity, Sage Publications.
3. L Lorache and Don Rutherford, Recruiting, Retaining and Promoting Culturally Different Employees, Elsevier.
4. Roosevelt Thomas, World Class Diversity Management: A Strategic Approach, Berrett-Koehler Publisher
5. Dipak Kumar Bhattacharyya, Cross-Cultural Management: Text And Cases, PHI
6. C. P. Harvey and M J. Allard, Understanding and Managing Diversity, PHI
7. R. S. Bhagat, R. M. Steers, Cambridge Handbook of Culture, Organisation and Work, Cambridge University Press.

MBAHRE4214 HR ANALYTICS [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the fundamentals of HR analytics and its role in enhancing effectiveness of decision making in human resource management.*
- *apply HR analytical tools to interpret HR data and support evidence-based decision-making in areas such as recruitment, retention, performance, and employee engagement.*

Unit I: Analytics: Concept and evolution—Utility of analytics in the field of HR— HR analytics: Forms, Types, applications and capabilities of HR professionals.

Unit II: HRIS and data issues and concerns in HR analytics— Understanding variable, Data and Information, Classification of Data, Data Sources, Importance of sources of data, collating the HR data, Analysing software options- Spreadsheet, SPSS, etc.

Unit III: Descriptive HR analytics: Fundamentals—Uses of past HR data and records—data mining, data aggregation, data visualization— Application of Descriptive statistics and Inferential statistics in analysing past HR data

Unit IV: Predictive HR analytics—analytical foundations and key performance indicators— Predicting HR aspects like recruitment and selection, employee turnover, performance etc—Quantitative techniques like Regression and Time Series Analysis, etc.

Unit V: Understanding the different facets of Prescriptive Analytics— Recent trends and contemporary issues in HR Analytics— Talent Analytics, Capacity Analytics, Workforce Analytics— Issues in conducting HR Audit research— Different facets of HR Metrics— Application of Multivariate analysis in HR Analytics (Basic Overview).

Suggested Readings:

1. J. Fitz-Enz and J. Mattox, Predictive Analytics for Human Resource. John Wiley.
2. D.Lahey, Predicting Success: Evidence Based Strategies to Hire the Right People and Build the Best Team. Wiley.
3. M.R. Edwards and K. Edwards, Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
4. J.Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.
5. 5. J. Philips, J and P. P. Philips, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw Hill.
6. M. R. Edwards and K. Edwards, Predictive HR Analytics:Mastering the HR Metrics, Kogan Page

MBAHRE 4215 INTERNATIONAL LABOUR ORGANISATION AND INTERNATIONAL LABOUR LAWS (ILO & ILL) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the structure, objectives, and functions of the International Labour Organisation (ILO) in promoting fair labor standards globally.*
- *evaluate the impact of international labor laws on national legislation and business practices in India.*

Unit I: International Labour Organisation: Foundation, Aims and Purposes- Declaration of Philadelphia, Structure and Functions of I.L.O, ILO and the United Nations, International Covenants on Civil and Political Rights, International Covenants on Economic, Social and Cultural Rights concerning to the Labour.

Unit II: ILO Declarations-ILO Declaration on Fundamentals Principles and Rights at Work 1998, ILO Declaration on Social Justice for a Fair Globalization 2008, ILO Centenary Declaration for the Future of Work 2019, Declaration on Gender Equality, The Decent Work Agenda.

Unit III: ILO and International Labour Laws- Formulation and adoption of the International standard through conventions and recommendations by International Labour Conference.

Unit IV: Issues in International Law- Brexit, On Demand Economy, Gender Pay Gap, Holiday Pay, Whistleblowing, Privacy Issues, Immigration, H-1B Visa, Unions, Collective Bargaining.

Unit V: India and ILO, Conventions ratified by India- Impacts of Conventions on Indian Labour Legislation, India and International Labour Laws: From a Comparative Perspective.

Suggested Readings:

1. Barbara J. Fick, International Labour Law, Edward Elgar Publication
2. Compendium of International Conventions and Recommendations, I.L.O. Publications
3. N. Maheshwara Swamy, Impact of I.L.O. Standards on Indian Labour Law, Asia Law House
4. Jean-Michel Servais , International Labour Law, Kluwer Law International
5. International Labour Organization, Constitution of International Labour Organization, I.L.O. Publications

3. ORGANISATIONAL BEHAVIOUR

CORE COURSES

MBAHR1303 ORGANISATIONAL BEHAVIOUR (OB) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the different aspects related to human behaviour and deal with the problems related to human behaviour in organisational life.*
- *enable the students in better decision making and relationship building through proper communication and understanding of diversified aspects of human personality.*

Unit I: Defining Human Behaviour— Nature & Process of Human Behaviour and HRM connotation— Need to study human behaviour from organizational perspective—Organisational Behaviour: Foundational perspective—Models of Organizational Behaviour— Challenges & opportunities.

Unit II: Emotions: Concept and Functions— Emotional Labour—Emotional Intelligence— Perception: Meaning and Concept—Attribution and Perception— Factors affecting Perception— Process of Perception— Role of Perception in Making Judgements about others— Perception in Management— Perceptual Organization—Information processing and individual decision-making

Unit III: Personality: Concept and Determinants—Personality Frameworks— The Myers-Briggs Type Indicator— The Big Five Personality Model— Type A and Type B Personality— other Personality Attributes— Personality Traits of Managers— Learning—Learning Principles—Theories of Learning— Intelligence and Psychological Testing

Unit IV: Attitude— Behaviour and Attitude—Components of Attitude—Major Job related Attitudes in Organizations— Job Satisfaction: Causes and Measurement and Impacts at Workplace.

Unit V: Motivation: Conceptual Overview— Morale and Motivation—The Process of Motivation— Types of Motivation: Intrinsic and Extrinsic—Content and Process Theory of Motivation— Applying Motivation Theories at Workplace—Job characteristics model & MPS— Motivation vis-à-vis Redesigning of the job, Socio technical design and Alternative work arrangements—Implications for Managers.

Suggested Readings:

1. Robbins, Judge and S. Sanghi, Essentials of Organizational Behaviour, Pearson.
2. S.P. Robbins, Organizational Behavior, Prentice Hall India Private Limited.
3. Davis and Newstrom, Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
4. Fred Luthans, Organizational Behavior McGraw Hill Book Company.
5. Eugene McKenna, Business Psychology and Organisational Behaviour, Routledge.
5. Griffin, Phillips and Gully, Organisational Behaviour: Managing People and Organizations, Cengage Learning.

ELECTIVE COURSES

MBAHRE2311 ORGANISATIONAL CHANGE AND DEVELOPMENT (OCD) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- ***understand the theories, models, and drivers of organizational change and their application in facilitating planned change and enhancing organizational effectiveness.***
- ***apply diagnostic tools and change management frameworks to assess organizational readiness and design effective change initiatives.***

Unit I: Organisational Change: Understanding and different approaches—Nature of Planned Change Processes: Theories, models etc.

Unit II: Perspectives on Change—Types of Changes—Competitiveness and Managing Change—Change Process—Change Agents and their Role— Strategic Leverages to Change—Implementation of Change— Dynamics of Resistance to Change: Issues and Strategies—History, Imperatives and Significance of Organization Development—Objectives Values—Features—Benefits and Limitations.

Unit III: Organizational culture (Understanding, typologies, importance of culture on work behaviour, creation, sustenance & transmission of culture), Cultural diversity—international diversity & its nature (Kluckhohn—Stordtbeck & Hofstede frameworks), Culture shock, Sources of diversity and management of the same in the organization, Cross—culture dynamics, Management of gender issues, Organizational climate.

Unit IV: Technology, innovations & work-design: Continuous improvement processes, Reengineering, Flexible manufacturing system & work design linked to motivation, Corporate success vis-à-vis competitive advantage: Objective of added value & analysis of the value chain as means of appraisal—Organisational Design for Sustained Creativity.

Unit V: Process and Methods of Managing Organization Development—OD Practitioners Human Process Intervention—Technostructural intervention—Human Resource Management Intervention—Strategic Intervention—Special Applications of OD— Contemporary Issues in Organisational Change and OD Interventions.

Suggested Readings:

1. T. G. Cummins and C. G. Worley, Organizational Development and Change, South Western College Publishing.
2. A. H. Anderson and D. Barker. Effective Enterprise and Change Management, Oxford.
3. French and Bell, Organization Development, Prentice Hall of India.
4. Ramnarayan, Rao and Singh, Organizational Development— Interventions & Strategies, Response Books.
5. Nilakant and Ramnarayan, Managing Organisational Change, Response Books.
6. Pettigrew and Whipp, Change management for Competitive Success, Infinity Books.
7. K. Harigopal, Management of Organizational Change, Response Books.

MBAHR3309 TEAM DYNAMICS AT WORK (TDW) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the foundational concepts of team dynamics, including team formation, roles, norms, and stages of team development.*
- *apply strategies to build high-performing teams, focusing on trust, collaboration, and shared goals in organizational settings through enhancement of interpersonal and emotional intelligence skills.*

Unit I: Groups in Organisations- Foundations of Group Behaviour in Organisations- Group Classification- Group Development- Group properties: Roles, norms, status, size and cohesiveness, Group decision making Techniques, Group Think- Group vs. Team, The challenge of managing multicultural and cross-cultural workgroups.

Unit II: Teams, Defining Work Team, Team Composition, Types of Teams, Team Performance and Motivation, Team Morale, Team Decision Making, Team Building Methods & Techniques, Competitive Vs. collaborative behaviour, Developing collaboration, Creative Teams and Creative Interaction—Contemporary Issues in managing international teams, virtual and multi cultural teams.

Unit III: Power and Politics in Organisations: Meaning, Classification and Bases of Organizational Power, Organizational Politics, Factors contributing to Political Behaviour, Techniques of Political Behaviour, Impression Management.

Unit IV: Current trends in organisational and interpersonal communication—Team processes—Interpersonal Feedback, Experiential learning methodologies-T- group sensitivity training, Encounter Groups, Appreciative Enquiry, interpersonal orientation through FIRO-B—Transactional Analysis: Meaning and Significance, Johari Window.

Unit V: Conflicts in Organisations—Conflict process—Types of Conflict— Functional and Dysfunctional conflict— Management of Conflicts—Techniques of Conflict resolution—Negotiation and Bargaining: Process, Issues and Strategies, Case Studies from India.

Suggested Readings:

1. Fred Luthans, Organizational Behaviour, Mc Graw Hill International.
2. Hegla Drummond, Introduction to Organizational Behaviour, OUP.
3. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India.
4. T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.
5. W.G. Bennis, Essays in Interpersonal Dynamics, U.S.A. Dorsey Press.

MBAHRE3310 LEADERSHIP (LSP) [3 credits]**COURSE OUTCOME**

At the end of the course the students shall be able to

- *understand key leadership theories, styles, and approaches and their relevance in diverse organizational contexts.*
- *cultivate self-awareness and emotional intelligence to enhance personal leadership capabilities and decision-making.*

Unit I: Leadership: Conceptual Issues, Characteristics, Relevance and overarching Perspectives—Leader vs. Manager, Roles of a leader, Leadership Traits, Leadership Attitudes, Leadership styles, Formal Leader Vs. Informal Leader, Successful and Effective leaders, Vision in Leadership, Trust, Power & Authority in Leadership.

Unit II: Leadership: Born or Made- Analysis of Leadership Theories- Trait Theories, Behavioural Theories, Contingency Theories, Situational Theories, Modern Theoretical Framework of leadership– Charismatic, Transactional and Transformational Leadership, Cognitive Approach to Leadership.

Unit III: Team Leadership, Organizational Leadership, Strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts.

Unit IV: Leadership Building Skills, Negotiation and Assertiveness Skill, Emotional Intelligence and Leadership, Decision making in Leadership, Leadership and Change, Leadership and Culture Building, Leading in VUCA Environment, Mapping Personal Leadership.

Unit V: Ethical and value based leadership, Leadership across cultures, Gender and Leadership, Contemporary issues in Leadership and managerial implications, Indian Business Leadership Indian cases on leadership—Emerging perspectives in Corporate Leadership.

Suggested Readings:

1. Joan V. Gallos, Business Leadership, John Wiley & Sons
2. Philip Sadler, Leadership, Kogan Page
3. David I. Bertocci, Leadership in Organizations: There is a Difference Between Leaders and Managers, University Press of America
4. Antonio Marturano and Jonathan Gosling, Leadership: The Key Concepts, Routledge
5. S Balasubramanian, The Art of Business Leadership, Sage Publications
5. Fred Luthans, Organizational Behaviour, Mc Graw Hill International

MBAHRE3311 ERGONOMICS (ERG) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the principles and objectives of ergonomics and their application in designing safe, efficient, and user-friendly work environments.*
- *integrate ergonomics with human resource management practices contributing to healthier and more efficient organizational systems.*

Unit I: Introduction to Human Engineering: Man-machine system—The foundation of human engineering or engineering psychology—Technology-human interface—Typologies of technology—Woodward study and its implications—The design of work—Activation theory & job design—Vertical and horizontal dimensions of job design and their linkage to mechanistic-organic continuum—Conceptual framework of fit between jobs and individuals—Work effectiveness and efficiency—problems and prospects

Unit II: Man-Machine Coordination: Design of displays and controls—Aspects of Machine design—Figural continuity of Gestalt—Man-machine control system—System control theory & human transfer function—Work method design—Process analysis in brief—Activity chart [Man-machine charts]—System design & task analysis—Muscle use and Anthropometry —Workspace design—Information processing behavior

Unit III: Job Environment: Environment affecting organization & the work—Task environment—Work environmental conditions—Music in industry& its effect—The arousal hypothesis and other studies—Noise—Illumination—The Hawthorne studies—Color—Vibration & a few specific factors affecting human performance—An overview of climatic change of the organization vis-à-vis interpersonal work style.

Unit IV: Human Performance: Principles of human performance—Perceptual –motor skills—Types of motor movements—Tracking performance—Learning & attainment of skills—Measures of retention& retroactive

inhibition—Relevance of Herzberg’s two factor and Porter—Lawler theories of work motivation—Monitoring behavior & vigilance decrement—Theories of vigilance—Time and Motion study—Failure of time and motion studies: the psychological components—Integration mechanism— Control dynamics in the organization.

Unit V: Safety Measures: Activity related soft tissue disorders(ASTDs)—Analysis of risks of ASTDs in the workplace—Back injuries & related aspects—Accidents—Readjustment of Personality—Principles of accident proneness—Theory of accidents—Function of machines in accidents—Approaches to accident reduction [Related human factors]—Prediction of accident—Physical and mental Fatigue—Unproductive working time—Rest pause—Absenteeism—Employee perception of Organizational environment: Psychological & organizational aspects of work

Suggested Readings:

1. M. Armstrong, A handbook of personal management practice (5th Ed), Kogan Page.
2. R. M. Barnes, Motion and time study, John Wiley International.
3. M. L. Blum and J. C. Naylor, Industrial psychology, Harpar International Edition.
4. J. Child, Organization, contemporary principles and practice, Oxford.
5. L. W. Porter, E. E. Lawler, and J. R. Hackman, Behavior in organizations, McGraw Hill Kogakusha.
6. J. Tiffin, and E. J. McCormik, Industrial psychology, Prentice Hall.

4. STRATEGIC MANAGEMENT

CORE COURSE

MBAHR3401 INTRODUCTORY STRATEGIC MANAGEMENT (ISM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *Analyze business environments and formulate basic strategic options for organizational growth.*
- *Understand strategy formulation and implementation processes relevant to HR roles.*

Unit I: Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy—Organisation’s Strategic Intent—Mission—Values, Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders’ Approach to Strategic Management—Crafting a Strategy— The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organisation—Guidelines for Analysing Cases in Strategic Management.

Unit II: Environmental Factors—Industry and Competitive Analysis—Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View and Dynamic Capability View—Value Chain and other aspects of internal analysis

Unit III: Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—Emerging Business Models and Strategies to fit ‘New Normal’, Specific Industry and Organizational Situation—. Outsourcing as a Strategic Option: Issues and Concerns—Issues in Formulating and Executing Blue Ocean strategy

Unit IV: Strategy Analysis and Choice—Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Stakeholder analysis, Scenario Assessment,

Trend Assessment, PIMS Analysis, Vulnerability Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.

UNIT V: Issues in Strategy Implementation and Evaluation—Management Perspective—Resource Allocation—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues (Marketing, Accounting/Finance, Production, MIS R&D etc.) in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools—Strategic issues in understanding ‘Servitisation’.

Suggested Readings:

1. A.J. Rowe, R.O. Mason, K.E. Dickel, R.B. Mann, R.J. Mockler, Strategic Management: A Methodological Approach, Addison—Wesley
2. S.B. Budhiraja and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill.
3. Fred R David, Strategic Management, Prentice Hall New Jersey.
4. Glueck and Jauch: Business Policy and Strategic Management, McGraw—Hill, Intl.
5. Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

ELECTIVE COURSES

MBAHRE1408 CORPORATE GOVERNANCE (CG) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***Understand corporate governance frameworks and ethical responsibilities of management.***
- ***Evaluate governance structures in relation to accountability and stakeholder interests.***

Unit I: Understanding a Corporation and its facets— Corporation as a Complex Adaptive System— Governance types— Governance and Management—Governance theories—Separation of Ownership and Control—Instances of good and bad governance practices.

Unit II: Directors vis-à-vis monitoring a corporation— Directors in historical perspective— Types of Directors—Board Duties: The Legal Framework—Board: Structure, Size—Director Effectiveness—Board Committee Types.

Unit III: Management—Performance Relationship—Issues relating to Executive compensation—Stock Options— Recent Shareholder Concerns—Best Governance practices—Corporate Fraud: significant cases.

Unit IV: Important Corporate Governance codes and Principles in India—International Corporate Governance: Corporate governance practices in USA, UK and other countries.

Unit V: HR perspective of Corporate Governance: Personal and Interpersonal governance—Integration of Employees, Owners and directors—Employees: Compensation and Ownership—Future directions of Corporate Governance

Suggested Readings:

1. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing.
2. E. Yocam and A. Choi, Corporate Governance, A Board Director's Pocket Guide: Leadership, diligence and Wisdom, iUniverse.
3. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
4. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan

5. B Tricker, R I Tricker, Corporate Governance: Principles, Policies and Practices, Oxford University Press.

MBAHRE2407 CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY(CSRs) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***Understand CSR concepts and sustainability practices from strategic and ethical perspectives.***
- ***Design CSR interventions aligned with global frameworks and local needs.***

Unit I: Corporate social responsibility(CSR): Fundamentals, Evolution, Why and when to apply CSR, strategic rationale—Corporate Social Responsibility Theories, Carroll’s Model of CSR –CSR and Corporate citizenship, drivers of corporate citizenship, business’s interest in corporate citizenship, Relevance of CSR in 21st century— Social Accounts Matrix—Important Social Indicators vis-à-vis CSR

Unit II: Strategic CSR—Competing Strategy Perspectives, The Resource perspective, The Industry perspective, The Stakeholder perspective—The strategic context of CSR—The integration of CSR into strategy and culture—The CSR Filter—Obligations under Law, Environmental Protection, Fair Trade Practices, Health and Well-being of underprivileged People, Social Welfare and Community Development Activities, CSR Threshold—Designing CSR programmes: Obligations, Innovativeness and Effectiveness.

Unit III: CSR and Corporate Sustainability: Conceptual Dimensions - Sustainability as Business Imperative—Corporate Sustainability Reporting: Frameworks, Trend and Imperatives—CSR, Corporate Reputation and Vulnerability

Unit IV: UN global compact—global corporate citizenship, national and international guidelines— Global Practices of CSR, Emerging issues and challenges in CSR— Legislations and CSR in India— CSR and the relevant provisions in Companies Act, 2013

Unit V:Implementation of Effective CSR and Sustainability pgrammes: Imperatives and Actions—Sentising the CSR Department and Networking—CSR, Business strategy and corporate culture: Integrative perspective— Implementing CSR in MNCs, MSMEs, Family Businesses and nonprofit organization—CSR Best Practices in India— CSR in the emerging perspective of ‘New Normal’

Suggested Readings:

1. William B Werther and David Chandler, Strategic Corporate Social Responsibility, Sage.
2. H.H. Johnson, Business in contemporary society—framework & issues, Wadsmortu Publishing Co Ltd.
3. J. Wempe and M. Kaptain, The balanced company: A theory of corporate integrity, Oxford University.
4. Philip Kolter and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley India.
5. John O. Okpara and Samuel O. Idowu (Eds), Corporate Social Responsibility Challenges, Opportunities and Strategies for 21st Century Leaders, Springer.

MBAHRE3413 CORPORATE CREATIVITY AND STRATEGIC INNOVATION (CCSI) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***Understand theories of innovation and creativity in organizational strategy.***
- ***Apply creative problem-solving approaches to strategic management challenges.***

Unit I: Corporate Creativity: Concept, Context and Forms–Managerial Creativity: Requirements and Challenges–Rules of Creativity–Techniques of Creative problem–solving–Creative teams

Unit II: Creative Management Practices–Issues and Mechanisms in Designing Creative organisations–Creative Regeneration.

Unit III: Nature of Strategic Innovation–Strategic Innovation and Organization Designs– Cross functional Linkages–Inter–organisational and network Innovation–Strategic issues in Innovation and New Product Development.

Unit IV: Innovation and Business Strategy–Dynamic Capabilities and Strategic Management–Strategy, Innovation and Knowledge Economy–R&D strategy and Strategic Innovation.

Unit V: Leadership and HRM issues in the context of corporate creativity and strategic innovation–Leadership and Organisational Evolution– Specific HRM issues in the context of creativity and innovation.

Suggested Readings:

1. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw Hill.
2. M. L. Thushman and P. Anderson, Managing Strategic Innovation and Change: A Collection of Readings, Oxford University Press.
3. A. Ahmed , N. R. De, B. M. Kapur and M D G. Koreth (eds), Developing Effective Organisations: Some Indian Experiences, Sri Ram Centre.
4. Pradip Khandwalla (ed.), Social Development: A New Role for Organisational Science, Sage.
5. Peter Drucker, Innovation and Entrepreneurship, Heinemann.

MBAHRME3418 INDUSTRIAL ORGANISATION AND COMPETITIVE STRATEGIES (IOCS) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *Analyze industry structures and strategic behaviors using economic tools.*
- *Evaluate competitive strategies in oligopolistic and monopolistic market contexts.*

Unit I: Concept and Goals of Industrial Organisation– Contribution of Industrial Organization to Strategic Management–Structure-Conduct-Performance (SCP) Model–Economic Concepts for strategy–Games and Strategy

Unit II: Market Structure and Competition—Strategic Commitment–Dynamics of Pricing Rivalry–Entry and Exit–Industry Analysis

Unit III: The Horizontal Boundaries of the firm–Vertical Boundaries of the firm–Diversification

Unit IV: Strategic Positioning for Competitive advantage–Sustaining Competitive advantage–Innovation Evolution and Environment

Unit V: Perspectives from Michael Porter and other experts on Competitive Strategy and Competitive Advantage–Contemporary issues in Competitive Strategy.

Suggested Readings:

1. D. Besanko, D. Dranove, M. Shanley and S. Schaefer, Economics of Strategy, John Wiley.
2. L. M. B. Cabral, Industrial Organization, Prentice Hall India.
3. John Kay, The Economics Of Business Strategy, Edward Elgard Publishing.
4. M. E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, The Free Press.
5. M.E. Porter, Competitive Advantage: Creating and Sustaining Superior Performance, The Free Press.

MBAHRE4409 ENTREPRENEURSHIP DEVELOPMENT (ED) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***Understand the entrepreneurial process and business model generation.***
- ***Develop and evaluate business plans for startups and social enterprises.***

Unit I: Entrepreneurship: Concept, Evolution— Entrepreneurship and Small Business owners: Distinction, Approaches to Entrepreneurship— Competing Theories of Entrepreneurship—Entrepreneurs: Role, Task and Personality—Diversity and Entrepreneurship— New Venture Creation—Entrepreneurship and Business development— Entrepreneurship in Large Enterprises, Business Incubation, Small Business Development Centres— Entrepreneurial Traits – Entrepreneurial Types— Qualities and Functions of Entrepreneurs — Entrepreneurship as a Style of Management

Unit II: Entrepreneurial Process: Critical factors for starting a new enterprise, recognizing and evaluating opportunities, Entry strategies— determining and acquiring the resources, ingredients for a successful new business—Understanding the business model and developing the strategy. Entrepreneurial Financing sources—Determining the financial needs, Structuring finance, Sources of finance— Debt, Venture Capital and other forms of Financing—Venture Capital

Unit III: Innovation and Entrepreneur – Sources and Processing of Business Ideas –Basic Business Research —Creating a successful business plan—Financial Projections—Preparation of Feasibility Reports –Legal Formalities and Documentation, Tax Issues, Intellectual Property

Unit IV: Entrepreneurial Marketing, Building the founding team— Management and Leadership—Human Resource Issues—Operations—Technology—Legal issues. Entrepreneurial Development Programme (EDP) in India – Issues in the designing of successful entrepreneurship development programmes – External Assistance Programmes. Small Scale Industries—Govt. Policy towards SSIs —Sickness of Units –Women Entrepreneurs

Unit V: Entrepreneurial Behaviours and Motivation – Achievement and Entrepreneurial Success – Role and Importance of Entrepreneurs in Economic Growth — Social Entrepreneurship—Concept, Understanding the SE topography: Sector Studies, Learning from Real-Life Social Enterprises (Cases), Analyzing the Social Impact, Management of Social Enterprises—Social Entrepreneurs and Social Entrepreneurship—Emerging Entrepreneurial Opportunities in India

Suggested Readings:

1. D.S. Clifton and D.E. Fytie, Project Feasibility Analysis. John Wiley, New York.
2. A.N. Desai, Entrepreneur & Environment, New Delhi.
3. Peter Drucker, Innovation and Entrepreneurship. Heinemann, London.
4. R. Jain, Planning a Small Scale Industry: A Guide to Entrepreneurs. S. S. Books, Delhi.
5. S.A. Kumar, Entrepreneurship in Small Industry. Discovery, New Delhi.
6. Udai Pareek, T. Venkateswara Rao, Developing Entrepreneurship- A Handbook on Learning Systems, Delhi.

MBAHRE4410 KNOWLEDGE MANAGEMENT AND BUSINESS EXCELLENCE (KMBE) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***Understand knowledge management systems and their role in organizational learning.***
- ***Apply tools for knowledge capture, sharing, and continuous improvement.***

Unit I: Knowledge Management (KM) and Business Excellence (BE): Introduction and HRM perspective— Post-industrial Society and Knowledge Society – The Objectivist and Practice-based Perspectives on Knowledge – Issues in Knowledge creation and capture—Transfer of Knowledge.

Unit II: ICT and Knowledge Management (KM) – Knowledge Management Tools and Knowledge Portals—Issues in establishing a KM culture – Learning and KM—Role of HR in Knowledge Management

Unit III: Innovation Dynamics and Knowledge Processes – Knowledge-Intensive Firms and Knowledge Workers

Unit IV: Business Excellence in Various Functional Areas – Benchmarking Business Performance – Performance Measurement and Metrics in Business Management – Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard

Unit V: Information Technology and Business Excellence—Leadership for Business Excellence— Training and Relationship Development for Business Excellence – Creative Thinking and Innovative Process Redesign – Total Organisational Excellence.

Suggested Readings:

1. D. Hislop, Knowledge Management in Organizations, Oxford.
2. V. Allee, The Knowledge Evolution, Expanding Organizational Intelligence. Oxford University Press.
3. E. M. Awad and H. Ghaziri, Knowledge Management, Pearson
4. P. Baumard, Tacit Knowledge in Organizations. London, Sage.
5. C. Carter, Investigating Knowledge Management. London, CIPD.
6. L.J. Porter, and , S.J. Tanner, Assessing Business Excellence. Elsevier.
7. P. Robinson, Business Excellence, Delos.
8. S.K. Bhattacharya, Achieving Managerial Excellence: Insights from Indian Organisations. Macmillan.
9. P.N. Jha, Changing Perspectives of Business Excellence. Macmillan Publishers India Ltd.

MBAHRE4411 INNOVATION MANAGEMENT [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand innovation processes in products, services, and business models.*
- *manage innovation through structured frameworks and strategic alignment.*

Unit I: Innovation: Fundamentals, Nature and Domain—Innovation Taxonomy like Technological Innovation, Interorganisational, Network etc.—Models of Innovation, Sources and Transfer of Innovation—Strategizing—Implementation—Different aspects of Innovation—Agents of Innovation—Creativity and Innovation—Basic Innovation Principles—Radical vs Routine Innovation

Unit II: Innovation as a core business process—Evolving models of the process—Managing Innovation—Measuring innovation success—'Creative regeneration'

Unit III: Strategizing—Financing—Implementation—Nurturing of Innovation—Management of Creativity: Forms and Aspects

Unit IV: Human Resource Management Practices and Innovation—Innovation and HRD

Unit V: Globalization and Innovations—Innovation vis-à-vis Emerging Economies, Role of Government in Innovation

Suggested Readings:

1. Shlomo Maital, Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Response
2. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw-Hill
3. Allan Afuah, Innovation Management: Strategies, Implementation, and Profits, Oxford University Press.
4. Joe Tidd and John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley.
5. Roman Boutellier and Mareike Heinzen, Growth Through Innovation: Managing the Technology—Driven Enterprise (Management for Professionals), Springer International.
6. , Harvard Business Review on Innovation, Harvard Business School Press.

MBAHRE4416 STRATEGIC MANAGEMENT OF NON-PROFIT ORGANISATIONS (SMNPO) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand governance, strategy, and resource mobilization for non-profit organizations.*
- *develop strategies for mission fulfillment and stakeholder engagement in NPOs.*

Unit I: Understanding non-profit organizations: Types and Characteristics–Non-profit organizations and social institutions– Main actors in non-profit organizational context– Non-profit organizations and Legal framework– Legitimacy and Accountability vis-à-vis non-profit organizations –International perspective of non-profit sector –Indian perspective

Unit II: Governance structure and leadership in non-profit organizations–Strategic planning for non-profit organisations: Strategic Intent, Balancing Internal Resources and Capabilities and External Factors, Resource Scarcity and Uncertainty– Strategy Formulation and Implementation in a non-profit situation–Applicability of Stakeholder model of strategic management to non-profit organisations.

Unit III: Designing and Managing Programmes– Basics of Project Management: Needs assessment, Designing and Planning a project, Monitoring and evaluation– Strategic Thinking in Project Management–Results–Based Management– Fundraising–Non-profit advocacy and lobbying

|Strategic Communications and Public Relations in non-profit organizations– Marketing for non-profit organizations–Basic Issues relating to accounting and financial management in non—profit organizational perspective.

Unit V: Human Resource Management in non-profit organizations: Basic Issues –Developing and leading a team, communication, negotiation and conflict resolution –Volunteers in the Public and Non-profit organisations: Recruitment, Motivation and training– Information Technology – Organizational Change –Performance Evaluation of non-profit organisations–Best practices in Strategic Management of non-profit organizations.

Suggested Readings:

1. David O. Renz (ed.) Handbook of Nonprofit Management and Leadership, Jossey—Bass Publishers.
2. Allison, Michael and Jude Kaye, Strategic Planning for Nonprofit Organizations, John Wiley.
3. P. Drucker, Managing the Nonprofit Organization, HarperCollins.
4. Anita Abraham, Formation and Management of NGOs: Non—governmental Organisations, Universal Law Publishing.
5. I.Smillie and J. M. Hailey, Managing for Change: Leadership, Strategy, and Management in Asian NGOs, Earthscan Publications.
6. O.P. Goel, Strategic Management and Policy Issues of NGOs, Isha Books

5. MARKETING

CORE COURSE

MBAHR1504 FUNDAMENTALS OF MARKETING MANAGEMENT (FMM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *Understand marketing principles and consumer behavior in dynamic markets.*

- ***Develop marketing strategies using segmentation, targeting, and positioning frameworks.***

Unit I: Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization—Human Aspects of Marketing.

Unit II: Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation – Targeting and Positioning for competitive Advantage.

Unit III: Developing the Marketing Mix: Managing the Product / Service, Product Decisions—Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Products – Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management—Channel Selection, Cooperation and conflict Management, Vertical Marketing System, Promotion Decision – Promotion Mix : Advertising, Sales Promotion, Personal Selling, and Publicity.

Unit IV: Emerging Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing, Social Responsibility and marketing Ethics, Consumerism and Legal Issues

Unit V: Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services, 3 Additional P's of Services Marketing Mix. Process, Physical Evidence and People. Service Quality and Service Gap Analysis Model.

Suggested Readings:

1. Philip Kotler, Marketing Management Analysis, Planning and Control, PHI.
2. Philip Kotler and G. Armstrong, Principles of Marketing, PHI.
3. William J. Stanton, Fundamentals of Marketing, McGraw Hill.
4. V. S. Ramaswamy and S. Namakemari, Marketing Management, McMillan.
5. S. K. Bhattacharya, Marketing Management, National Publishing House.
6. D. J. Dalrymple and L. J. Parson, Marketing Management Strategy and Cases, John Wiley and Sons.

ELECTIVE COURSES

MBAHRE4517 EMPLOYER BRANDING (EB) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***understand employer branding as a strategic HR and marketing tool.***
- ***design initiatives to enhance employer image and attract talent.***

Unit I: Brand: Concept and Basics— Brand Ideals—Brand elements—Brand dynamics – Brand and its Stakeholders

Unit II: Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspectives of employer brand

Unit III: Brand analysis, brand value, brand positioning and differentiation, brand management and development, brand life cycle, branding process—Internal Marketing and Employer branding

Unit IV: Employer Brand insight and positioning: Employee insights, labour market insight, brand identity, brand integration, positioning model, brand vision model, employee value proposition—measuring employer brand

Unit V: Brand communication and management: Emotional engagement, employee commitment and behavioural change, branding policy, practices, key responsibilities of employer brand management—Employee Engagement, components—Case studies

Suggested Readings:

1. Simon Barrow and Richard Mosley, The Employer Brand: Bringing the Best of Brand Management to People at Work, Wiley.
2. Hugh Davies, Employer Branding, BookPal.
3. Alina Wheeler, Designing Brand Identity: An Essential Guide for the Whole Branding Team.
4. Helen Rosethorn, The Employer Brand, Gower.
5. Cyrill Ting, Employer Branding and the Employee—Life—Cycle: How to become an attractive employer, AV Akademikerverlag.
6. Lizz Pellet, The Cultural Fit Factor: Creating an Employment Brand That Attracts, Retains, and Repels the Right Employees, Society for Human Resource Management.
7. Jeff Waldman, The HR Trailblazer: Unlock the Potential of Your Employer Brand, Christine McLeod.

6. ACCOUNTING and FINANCE

CORE COURSE

MBAHR1605 BASIC ACCOUNTING AND FINANCE (BAF) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand financial statements and accounting principles for decision-making.*
- *analyze organizational financial performance using basic financial ratios.*

Unit I: Introduction to Financial Accounting— Double Entry System; Conceptual framework of Accounting; Preparation of Annual Accounts for Different forms of Business.

Unit II: Financial Statement Analysis— Fund flow and Cash flow Statements; Ratio analysis.

Unit III: Introduction to Cost Accounting— Concept of cost; Different items of costs; Preparation of Cost sheet; Absorption Costing and Marginal Costing; Standard Costing and Budgetary Control.

Unit IV: Introduction to Corporate Finance —Objective in corporate finance, Time Value of Money; Investment analysis: Management of Working Capital; Capital Budgeting.

Unit V: Financing and Dividend Decisions: Cost of Capital; Capital Structure; Leverage-EBIT—EPS Analysis; Dividend Policy.

Suggested Readings:

1. Ashish Bhattacharya , Financial Accounting for Managers, PHI.
2. T.P Ghosh, Accounting & Finance for Managers, Taxmann's.
3. P Shah, Basic Financial Accounting for Management, Oxford.
4. J Lal, Corporate Financial Reporting, Taxmann's.
5. Brealey, R. A. and S.C. Myers, Principles of Corporate Finance, Tata McGraw Hill.
6. J.C, Van Horne., Financial Management and Policy, PHI.
7. I.M. Pandey, Financial Management, Vikas Publishing House
8. Chandra, P., Financial Management, Tata McGraw Hill.
9. Aswath Damodaran, Corporate Finance, Wiley

ELECTIVE COURSE

MBAHRE2614 CORPORATE FINANCE (CF) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand principles of financial management, capital budgeting, and risk analysis.*
- *evaluate investment and financing decisions in corporate settings.*

Unit I: Introduction to Corporate Finance—Scope of Financial Management; Time Value of Money; Risk & Return; Introduction to Financial Instruments; Cash as well as Derivative market, Players, operations, Intermediaries and Regulators; India and Abroad.

Unit II: Two Significant Decisions of Corporate Finance—Cost of Capital; Working Capital Management

Unit III: Three Significant Decisions of Corporate Finance—Dividend Decisions; Capital Structure Decisions; Capital Budgeting Decisions

Unit IV: Lease Financing—Types of Leases; Reasons for Leasing; Leasing Strategy

Unit V: Basics of valuation—Introduction to Valuation and valuation myths; Methods of valuation

Suggested Readings:

1. Alen, Brealey, Myers, Solution Manual for Principles of Corporate Finance, TMH.
2. Ehrhardt, Brigham, Corporate Finance: A Focus Approach, South Western Publishers.
3. Chandra, Prasanna, Financial Management: Theory and Practice ,TMH.
4. Marshall and Bansal, Financial Engineering, Prentice Hall of India.
5. Khan M.Y. and Jain, P.K., Financial Management : Text Problems and Cases, TMH.
6. Stephen, Ross, Westerfield, Jaffe, Corporate Finance, TMH.
7. Pandey, I.M., Financial Management, Vikas.
8. Walker, E.W., Essentials of Financial Management, PHI.
9. Srivastava, R.M., Financial Management and Policy, Himalaya.

MBAHRE2615 FINANCIAL STATEMENT ANALYSIS (FSA) [3 credits]**COURSE OUTCOME**

At the end of the course, the students shall be able to

- *interpret financial statements using ratio, trend, and cash flow analysis.*
- *evaluate corporate financial health and performance.*

Unit 1: Financial Statements: Meaning, Nature, Objectives, Importance, Different Types and Limitations. Financial Statement Analysis (FSA): Conceptual Framework, Steps in FSA, Objectives of FSA, Historical Development of FSA, Traditional and Modern Approaches to FSA, Types of FSA— Based on Material used and based on Modus Operandi, Problems encountered in FSA, Methods of FSA— Comparative Statements, Common—size statements, Trend Ratios and Ratio Analysis, Content Analysis: Basic concept.

Unit II: Ratio Analysis: Meaning of Ratio Analysis, Ratio Formation, Objectives of Ratio Analysis, Classification of Ratios, Important Ratios, DuPont Analysis, Limitations of Ratio Analysis, Points to be kept in mind for making Ratio Analysis effective, Practical Methods of Analysis— Time Series Analysis, Cross—sectional Analysis, Residual Analysis and Multivariate Analysis.

Unit III: Basic Statistical Issues in FSA: Purposes of Statistical Measures in FSA, Statistical Measures commonly used in FSA—Measures of Central Tendency, Measures of Dispersion, Measures of Relationship and Relevant Statistical Tests.

Unit IV: Fund Flow Analysis and Cash Flow Analysis: Fund Flow Statements (FFS)— Concept of Fund, Meaning of FFS, Sources and uses of Fund, Steps in preparing FFS, Importance and Limitations of FFS, Cash Flow Statements (CFS)— Meaning of CFS, FFS v/s CFS, Sources and Uses of cash, Preparation of CFS, SEBI Guidelines for CFS, Cash Flow information based Ratios, Interpretation of Information derived from FFS and CFS.

Unit V: Corporate Distress Analysis: Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress Analysis, Approaches to Corporate Failure Prediction.

Suggested Readings:

1. G. Foster, Financial Statement Analysis, Prentice Hall.
2. B. Lev, Financial Statement Analysis – A New Approach, Prentice Hall.
3. D. Sur, Financial Statement Analysis – A Comprehensive Analysis, Excel Books.
4. J.D. Wild, K.R. Subramanyam and R.F.Halsey, Financial Statement Analysis, McGraw Hill.

MBAHRE2616 CORPORATE REPORTING (CR) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand financial and non-financial corporate reporting frameworks.*
- *analyze reports for transparency, stakeholder communication, and regulatory compliance.*

Unit I: Indian Accounting Standards: Concept of Accounting Standards, Development of Accounting Standards, Standard setting process in India Advantages and Limitations of Accounting Standards, Objectives of Accounting Standards, Accounting Standards in India, Problems of Accounting Standards.

Unit II: Segmental Reporting: Introduction, AS— 17, Disclosure requirements, Case study. Impairment of Assets: Introduction, Objective, Scope, Identifying an asset that may be impaired, measurement of recoverable amount, Recognition and measurement of an impairment loss, Cash generating units, reversal of an impairment loss, impairment in case of discontinuing operations, disclosure, transitional provisions.

Unit III: Accounting for Corporate Restructuring: Methods of Corporate Restructuring, Accounting and Reporting for Buy—back of shares, Accounting for Demergers, Accounting for Employee Stock Option Plan (ESOP). Accounting for Amalgamation (AS—14): Introduction, Definition, Methods of accounting for amalgamation and disclosure.

Unit IV: Accounting for Intangibles: Classification of Assets, Characteristics of Intangible Assets, Concept of Brand, need for Brand accounting, Brand valuation models, Brand accounting practices, Concept of Goodwill— accounting for self generated and purchased goodwill, accounting for negative goodwill, other intangible assets.

Unit V: Economic Value Added Statements: Introduction, Limitations of traditional performance evaluation techniques of accounting, Evaluation of EVA, Advantages and Limitations of EVA, Concept of MVA and SVA, Case Study. Environment Accounting: Concept of environment accounting, advantages and problems, environmental disclosure practices in India, Environment audit, objects and process.

Suggested Readings:

1. ICAI, Compendium of Accounting Standards.
2. T. P. Ghosh, Accounting Standards and Corporate Accounting Practices, Taxmann publication.
3. S. Aggarwal, Guide to Accounting Standards, Snowwhite Publication Pvt. Ltd.
4. D. S. Rawat, Students' Guide to Accounting Standards, Taxmann publication.
5. T. P. Ghosh, Economic Value Added: A Tool for Business Planning, ICWAI Publication.

MBAHRE3617 FINANCIAL INSTITUTIONS AND MARKETS (FIM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***understand the structure and functioning of financial institutions and markets.***
- ***evaluate the impact of financial market dynamics on business strategy.***

Unit I: Introduction to Financial System— Overview of Financial Institutions, Markets and its Intermediaries in India

Unit II: Money Market in India

Unit III: Capital Market in India

Unit IV: Reserve Bank of India —Commercial Banks including Financial Institutions and Non—banking Financial Institutions

Unit V: Insurance Sector – Financial Services: Securitization & Factoring – Hire Purchase and Leasing – Venture Capital funds – Credit Rating – Merchant Banking – Mutual Funds – Euro issues: GDR, ADR and FCCB.

Suggested Readings:

1. L.M. Bhole, Financial markets and Institutions, Tata McGraw Hill.
2. M.Y. Khan., Indian Financial Systems, Tata McGraw Hill.
3. M.Y. Khan, Financial Services, Tata McGraw Hill.
4. H.R. Machiraju, Indian Financial System, Vikash Publishing.

MBAHRE3618 BUSINESS VALUATION (BV) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to:

- ***apply valuation techniques such as DCF and comparable company analysis.***
- ***estimate enterprise value for M&A, investment, and strategic decision-making.***

Unit I: Introduction to Business Valuation: Concept and Issues of valuation, Approaches to Valuation— Discounted cash flow valuation, Relative valuation, Contingent claim valuation.

Unit II: Valuation of Equities, Assets and Liabilities: Stocks— Concept, Dividend Capitalization Approach for valuation of equity shares, Other approach to valuation of equity shares, Valuation of Preference Share, Bonds— Concept, Valuation of Bonds, Bond Return, Duration, Valuation of assets and other liabilities.

Unit III: Firm Valuation: Cost of capital approach and adjusted present value approach of firm valuation,Valuing Financial Service Firms and Firms with Negative Earnings, Valuing Start—up Firms, Valuing Private Firms, Business Valuation vis-à-vis Mergers and Acquisitions.

Unit IV: Introduction to Risk Management: The Nature of Risk, Risk Measurement: Risk Management by individuals and corporations, Tools of Risk Management, Enterprise Risk management.

Unit V: Risk Management with Derivatives: Concept of derivatives, Types of derivatives, Importance of derivatives in risk management, Using forward contracts to manage risk, Risk Management with futures contracts. Risk Management with Options and Swaps: Concepts, features, types, terminology of options and swaps, Pricing of options and swaps, Trading strategies involving options, The Greek letters.

Suggested Readings:

1. A. Damodaran, *Valuation*, John Wiley & Sons.
2. K. G. Palepu, E. Peek, and V.L. Bernard, *Business Valuation and Analysis*, IFRS Edition, Cengage Learning.
3. R. M. Stulz, *Risk Management and Derivatives*, Cengage Learning.

4. Dun and Bradstreet, *Financial Risk Management*, Tata McGraw—Hill.
5. E. Vaughan and T. Vaughan, *Essentials of Risk Management and Insurance*, John Wiley and Sons. Inc.
6. G.E.Rejda, *Principles of Risk Management and Insurance*, Pearson.
7. J. C.Hull, *Options, Futures and Other Derivatives Securities*, Prentice Hall of India.
8. D. et al. Dubofsky, *Derivatives Valuation and Risk Management*, Oxford University Press.

7. SYSTEMS, OPERATIONS & DECISION SCIENCES

CORE COURSE

MBAHR1707 FUNDAMENTALS OF PRODUCTION AND OPERATIONS MANAGEMENT (FPOM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand production systems and operations strategies in manufacturing and services.*
- *apply operations tools like inventory management, quality control, and process design.*

Unit– I: Nature and Scope of Production and Operations Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis—Concept of Production Planning and Productivity.

Unit–II: Capacity Planning – Models; Process Planning; Aggregate Planning, Scheduling.

Unit–III: Work Study; Method Study; Work Management; Work Sampling; Work Environment.

Unit–IV: Material Management— An overview of Material Management; Material Planning; and Inventory Control; JIT; Materials Planning Budgeting; Material Requirement Planning.

Unit–V: Quality Assurance— Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management—Overview of different ISO SpecificationS, QC, 6—sigma & 5S.

Suggested Readings:

1. E.E. Adam and R.J Evert,. *Production and Operation Management*; Prentice Hall of India, New Delhi.
2. E.S Buffa, *Modern Production management*; John Wiley, New York.
3. S.N Chary, *Production and Operations Management*; Tata McGraw Hill, New Delhi.
4. James B Dilworth, *Operations Management: Design, Planning & Control for Manufacturing & Services*, McGraw
5. F.G. Moore and T.E., Hedrick, *Production / Operations Management*; Homewood, Illinois

ELECTIVES

MBAHRE2712 QUANTITATIVE TECHNIQUES FOR HUMAN RESOURCE MANAGEMENT (QTHRM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *apply quantitative tools to support HR planning, forecasting, and decision-making.*
- *use data analysis techniques to solve HR-related optimization problems.*

Unit I: Meaning of Quantitative Techniques—Classification of Quantitative Techniques: Statistical Techniques and Programming Techniques—Application of Quantitative Techniques in Business, Industry and Management with special emphasis on management of human resources—Limitations of QT.

Unit-II: Linear Programming Problem: Formulation of LPP, Solution methods —Graphical method & Simplex Method with Special Cases—Dual Formulation – Shadow Price.

Unit –III: Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, Measures of Relative Dispersion. Moments: Raw Moments & Central Moments, Measures of Skewness and Kurtosis.

Unit-I*V: Correlation and Regression: Simple correlation analysis, properties of product moment correlation coefficient; Simple regression analysis —Derivation of regression lines by the OLS method —properties; Measures of Association of Attributes—Time Series: Preliminary adjustments of time series data, component of time series, Measurements of secular trend: Moving average, Mathematical curve fitting —linear trend, parabolic trend, exponential trend.

Unit-V: Probability: Definition, Conditional probability and statistical independence, Addition and Multiplication probability rules, Bayes theorem. Random Variable: Probability mass function/ probability density function and Distribution function– properties and their relations, Expectation, Variance – their properties, Joint probability distribution – Covariance of 2 random variables. Theoretical Distribution: Binomial, Poisson, Exponential & Normal distributions – Probability model, Mean, Variance, Applications.

Relevant applications in different areas of HRM like human resource planning, recruitment, selection, training and development, performance appraisal, compensation, etc to be discussed in the class with suitable examples.

Suggested Readings:

1. Richard I Levin, and David S Rubin, Statistics for Management, Prentice Hall Inc.
2. Goon, Gupta and Dasgupta, Fundamentals of Statistics, Vol. I & II, World Press
3. Mathai and Rathie, Probability and Statistics, MacMillan.
4. Arora, P.N., Arora, S. and Arora, S., Comprehensive Statistical Methods, S.Chand
5. Weiss, Introductory Statistics, Pearson Education.
6. Doane, D.P. and Seward, L.E., Applied Statistics in Business and Economics, Tata McGraw Hill.
7. J.K. Sharma, Operations Research: Theory and Applications, Macmillan.

MBAHRE3712 MANAGEMENT INFORMATION SYSTEM (MIS) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- ***understand MIS design and its role in managerial decision-making.***
- ***evaluate the use of MIS tools in supporting business and HR functions.***

Unit I: System: Concepts, Characteristics and Classification – Information System: Role, Functions & Types – Organisations and Information Systems .

Unit II: System Development – Managerial Decision Making — Information Systems and Business Strategy –

Unit III: Basic Concepts of TPS and Office Automation System .

Unit IV: Decision Support System (DSS) – Knowledge Based Systems — Business Intelligence, Expert System, Artificial Intelligence (AI) .

Unit V: Data Warehousing — Data Mining — Database Management System (DBMS) – Managing International Information Systems.

Suggested Readings:

1. Jaiswal & Mittal. Management Information System. Oxford University Press.

2. Peter GW Keen, Decision support system: An Organizational Perspective. Addison—Wesley Pub
3. K.C. Laudon, & J.P. Laudon, Management Information Systems. Pearson Education.
4. Moris Mano. Digital Electronics. PHI.
5. Navatha Elmasari. Database Management System. McGraw Hill
6. Okha , Management Information System.
7. Stalling, W. Computer Architecture and organization.
8. Turba Efrin. Decision Support & Expert Systems — Management Perspective. Macmillan

MBAHRE4712 TOTAL QUALITY MANAGEMENT (TQM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand the principles and practices of total quality management.*
- *apply quality tools and frameworks to improve organizational processes.*

Unit I: Basic Concept of Total Quality (TQ) — Evolution of Total Quality Management — Components of TQ Loop

Unit II: Conceptual Approach to S.Q.C. — Acceptance Sampling and Inspection Plans — Statistical Process Control — Process Capability Studies.

Unit III: Humanistic Aspects of TQM — Management of Q.C. and Z.D. Programmes — Quality Improvement Teams — Q-7 tools — Quality Costs — Taguchi Loss Function.

Unit III: Functional Linkage of Quality with Reliability and Maintainability — Failure Analysis — (FTA/FMEA) and Optimum Maintenance Decisions — Total Productive Maintenance (TPM) — Quality Audits — Lead Assessment and ISO— Standards.

Unit V: Marketing and Human Resource Aspects of Total Quality—Total Quality of Services —Total Quality and Safety — Six Sigma.

Suggested Readings:

1. Eugene R. Carruba and Ronald D. Gorden, Product Assurance Principles: Integrating Design Assurance & Quality Assurance. McGraw Hill, New York.
2. Eugene Grant and Richards Leavenworth, Statistical Quality Control. McGraw Hill, New York.
3. W.G. Ireson and C.P. Coombas, Handbook of Reliability Engineering & Management. McGraw Hill, New York.
4. Robert H. Lochner and Joseph E Matar, Designing for Quality. London, Chapman & Hill.
5. John Pike and Richard Barnes, TQM in Action. London, Chapman & Hill.
6. Warren H. Schmidt and Jerome P. Finnigan, TQ Manager. San Francisco, Jossey Bass.
7. Paul. Spenley, World Class Performance through TQ, London, Chapman & Hall.

8. ELECTIVES IN EMERGING AREAS

MBAHRE3814 INFRASTRUCTURE MANAGEMENT (IM) [3 credits]

COURSE OUTCOME

At the end of the course the students shall be able to

- *understand the key concepts, components, and importance of infrastructure in economic development and business growth.*

- *develop strategic approaches for policy formulation, regulation, and innovation in infrastructure management to support long-term organizational and societal goals.*

Unit I: Facets of Infrastructure—Infrastructure and Economic development: Indian and Global Perspective—Infrastructure Development: Scope, Issues and Constraints—Infrastructure policy and the State

Unit II: Infrastructure Economics: Business Perspective—Infrastructure Business: Trends and Aspects—Ownership, Investment and Pricing of Infrastructure—Infrastructure and Productivity: Opportunities and Challenges

Unit III: Holistic Framework of Infrastructure Management: Macro, Micro and Sectoral perspectives —Socio-economic and Organizational Perspectives associated with Environment Infrastructure, Urban Infrastructure, Information Technology Infrastructure etc.

Unit IV: Infrastructure organizations and Human Resource: Critical Issues and Aspects—Special emphasis on Resourcing and Development of Human Resources

Unit V: Infrastructure management tools, models and techniques—Quality control and quality assurance vis-à-vis infrastructure management—Life-cycle cost and benefit analysis.

Suggested Readings:

1. Braj Mohan Joshi, Infrastructure and economic development in India, Ashish Pub. House.
2. Gerardus Blokdyk, Infrastructure Management Tools A Complete Guide, 5STARCOoks.
3. W. Ronald Hudson, Ralph C. G. Haas, Waheed Uddin, Infrastructure Management: Integrating Design, Construction, Maintenance, Rehabilitation and Renovation, McGraw-Hill.
4. David F. Batten and Charlie Karlsson, Infrastructure and the Complexity of Economic Development, Springer.

MBAHRE3815 HEALTH CARE MANAGEMENT (HM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand health care systems and policy frameworks.*
- *apply management principles to optimize healthcare delivery and HR deployment.*

Unit I: Health Care Sector: Indian and Global Perspective—Critical parameters and benchmarks in Health Care Sector: Managerial and Policy Implications—Health Policy: National and Global Perspective—Understanding the typology and functioning of Health care organisations

Unit II: Planning a Modern Health Care Organisation: Important Consideration—Health Care Marketing: Critical Issues—Understanding Health care Buyer Behaviour—Marketing Mix and Marketing Planning in the Health Care Sector—Ethics and Social Responsibility in the Health Care Sector

Unit III: Quality and Technological Issues in the Health Care Sector—Quality Aspects and Quality Improvement Tools in the Health Care Sector—Impact of Technology and Information Technology in the Health Care Sector: Issues, Trends and Concerns—

Unit IV: Health Care Professionals: Categories and their relevant critical KSA—Issues relating to Resourcing of Health Care Professionals—Talent Management and Retention—Team work in health care organisations and issues in managing teams—Career Planning and Development of Health Care Professionals

Unit V: Training and Development of Health Care Professionals—Critical issues in Compensation and Reward of Health Care Professionals and Employees—Performance Management of Health Care Professionals: Important Considerations—Interpersonal and Group Processes in Health Care Organisations—Internal Marketing and Service Orientation of Employees—Employees orientation vis-à-vis Innovations in Health Care sector.

Suggested Readings:

1. Sharon B. Buchbinder and Nancy H. Shanks, Introduction to Health Care Management, Jones and Bartlett Learning
2. A. V. Srinivasan, Managing a Modern Hospital, Response Books, New Delhi
3. S. L. Goel, Health Care System and Management: Health care management and administration, Deep and Deep, New Delhi
4. Vijai Kumar Singh, Paul Lillrank, Planning and Designing Healthcare Facilities: A Lean, Innovative, and Evidence-based Approach, Routledge.
5. Vijai Kumar Singh, Paul Lillrank, Innovations in Healthcare Management: Cost-Effective and Sustainable Solutions, CRC Press, London.

MBAHRE3816 SOCIAL ENTERPRISE MANAGEMENT (SEM) [3 credits]**COURSE OUTCOME**

At the end of the course, the students shall be able to

- *understand the business models and governance of social enterprises.*
- *evaluate social impact strategies and resource mobilization for sustainability.*

Unit I: Social entrepreneurship: Concept, Dimensions and New Models—Difference between social and business entrepreneurship—Social entrepreneurship process—Socio-economic impact of social entrepreneurship.

Unit II: Social Business: Regulatory legal framework— Social enterprise business plans— Preparation and motivation for social entrepreneurship— Ideas and opportunities—Developing the social enterprise concept—Ethics and Social Enterprises.

Unit III: Social business—Structure, systems, technology, strategy—Social entrepreneurship in the nonprofit sector, private sector and public sector—Measuring Social value and impact assessment of a social business enterprise.

Unit IV: Funding and Financial Management in Social Enterprises: Critical Issues—Marketing of social enterprises: Social Marketing, Relationship Marketing and Branding

Unit V: Human Resource Management in Social Enterprises: Critical Issues—Employee Resourcing, Talent Management and Motivation in Social Enterprises—Performance Management and Employee Involvement in a Social Enterprise Setting.

Suggested Readings:

1. David Bornstein and Susan Davis, Social Entrepreneurship: What Everyone Needs , Oxford University Press.
2. Jill Kickul and Thomas Lyons, Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World , Routledge.
3. Georgia Levenson Keohane, Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors, McGraw Hill.
4. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, Prentice Hall.
5. Ryszard Praszkie and Andrzej, Nowak Social Entrepreneurship: Theory and Practice, Cambridge University Press
6. Bob Doherty, George Foster, Chris Mason, John Meehan, Karon Meehan, Neil Rotheroe, Maureen Royce, Management for Social Enterprise, Sage.

MBAHRE4818 MANAGEMENT OF RURAL BUSINESS (MRB) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand rural economies and business opportunities in rural contexts.*
- *design business models addressing rural development and inclusive growth.*

Unit I: Rural Business and Rural Development: Perspective and Prospect—Agro and Rural Industries in India: Overview and Opportunities—Rural Business Environment—Institutional Support to Rural Business— Identification of business opportunities and best business practice in a rural context.

Unit II: Rural Enterprise Business Development: Critical Issues and Models—Rural Business Development Strategies—Rural Enterprise and Community Engagement—Knowledge Development, Innovation and Creativity vis-à-vis Rural Business—Rural Business: Collaboration, Networking and Alliances.

Unit III: Marketing of Rural Business Products: Aspects, Approaches and Challenges—Consumers of Rural Business Enterprises—Promotion and Marketing channels available to rural entrepreneurs—Rural Marketing strategies.

Unit IV: Sources of Finance and Financial Management of Rural Business: Important aspects and challenges

Unit V: Important Issues relating to Human Resource Management in Rural Business.

Suggested Readings:

1. Rajagopal, Organising Rural Business: Policy, Planning and Management, SAGE Publications
2. Ade Oriade, Peter Robinson, Rural Tourism and Enterprise: Management, Marketing and Sustainability, CABI
3. Jonathan Reuvid, A Guide to Rural Business Opportunities & Ideas for Developing Your Country Enterprise, Kogan Page.
4. Andrew C. Hobbs, Rural Business Management: Maintenance of Physical Resources, Longerenong College, The University of Melbourne

MBAHRE4819 SPORTS MANAGEMENT (SM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand management aspects of sports organizations and events.*
- *apply strategic and operational tools in the sports industry ecosystem.*

Unit I: Sports Management—History and Evolution of sport management—Management Principles applied to Sports Management: Functional Areas—Sports Industry, support segments—Sports Business—Ownership Structure and Governance of Sports Business

Unit II: Marketing in Sports Business— Sports Product—Managing Sports Brand—Sports Sales—Promotion and Distribution—Sports Sponsorship—Sport Public Relations—Understanding Sport Customer—Customer Behaviour—Market Segmentation

Unit III: Human Resource management in Sports Management: Critical HRM issues for paid professional workers, volunteers, and the clients themselves—Career preparation—Strategies for career success

Unit IV: Financial Management in the Sports Industry: Important Considerations and Aspects

Unit V: Ethical Principles—Legal Aspects— Facility Management—Event Management—Sports and Media—Research Methods and Design in Sports Management

Suggested Readings:

1. Lisa P. Masteralexis, Carol A Barr, Principles and Practice of Sport Management, Jones & Barlett Learning.
2. Damon and Andrew Paul Pedersen. Research Methods and Design in Sport Management.
3. Bernard Mullin and Stephen Hardy, Sport Marketing , Human Kinetics.
4. Scott Rosner, The Business of Sports, Kenneth L. Shropshire.

MBAHRE4820 EDUCATIONAL INSTITUTIONALS MANAGEMENT (EIM) [3 credits]

COURSE OUTCOME

At the end of the course, the students shall be able to

- *understand governance and strategic planning in educational institutions.*
- *apply management frameworks to academic, administrative, and stakeholder processes.*

Unit I: Educational Institutions: Typology and Context—Changing Dimensions of Educational Institutions—Educational Institutions vis-a-vis Organisational Systems— The Education Marketplace: Global dimension and local context—Educational Institutions: Management Perspective

Unit II: Organisational Culture, Structure and Organisation Development in Educational Institutes—Organisational Transformation: Perspectives from Educational Institutions—Educational Excellence and Organisational Effectiveness

Unit III: Governance of Educational Institutes: Structure and Process—Strategic planning in Educational Institutions—Tools and Techniques for Performance Assessment of Educational Institutes—Leadership in Educational Institutes

Unit IV: Overview of Ranking and Accreditation: Global and Indian Perspective—Quality Assurance in Educational Institutes: Issues, Perspectives and Process—Service Innovations in Educational Institutes.

Unit V: Human Resource Management in Educational Institutes: Relevance and Prospect—Resourcing and Performance Management of Teaching and Support Staff—Team Building and other Interpersonal and Group Processes in Educational Institutes.

Suggested Readings:

1. H. L. Gray, The Management of Educational Institutions: Theory, Research and Consultancy, Routledge.
2. Philip Kotler and Karen A Fox, Strategic Marketing for Educational Institutions, Prentice-Hall
3. Tony Bush, David Middlewood, Leading and Managing People in Education, Sage
4. Tony Bush, Les Bell, Ray Bolam, Ron Glatter, Peter M Ribbins, Educational Management: Redefining Theory, Policy and Practice, Sage
5. B.L. Gupta, Governance and Management of Technical Institutions, Concept Publishing.

