

INSTITUTE OF MANAGEMENT STUDIES

Semester – IV

EXAM SCHEME

Subject Code	Subject		
MS5E-602	Strategic Human Resource Management	Core	60 + 40 = 100
MS5E-604	Organizational Change and Development	Core	60 + 40 = 100
MS5E-606	Talent Acquisition Management	Core	60 + 40 = 100
MS5E-608	Conflict And Negotiation Process	Core	60 + 40 = 100
MS5E-610	International HRM	Elective	60 + 40 = 100
MS5E-612	Performance Management	Elective	60 + 40 = 100
MS5E-614	Human Capital and Leadership	Elective	60 + 40 = 100
MS5E-616	HR Analytics	Elective	60 + 40 = 100
MS5E-618	Emotional and Social Intelligence	Elective	60 + 40 = 100
MS5E-654	Student Research Project	Elective	60 + 40 = 100
MS5E-656	Decision Making Skills	Elective	60 + 40 = 100
MS5E-652	Comprehensive Viva		100

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
BATCH (2019-21)			
SEMESTER IV			
Subject Name	STRATEGIC HRM	Subject Code	MS5E-602
		Total Credits	03
Subject Nature: CORE			
Course Objectives : The course is designed to explain basic theory of Strategic Human Resource Management to examine the issues and problems associated with HRM in a changing environment .			
Learning Outcome: Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit- 1	Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies, Integrating Human Resources in Strategic Decisions.		
Unit-2	Strategies for Maximizing HR Productivity: Organizational Restructuring, Turnaround Management, Mergers, Acquisitions and Joint Ventures.		
Unit- 3	SHRM in Global Context, International Human Resource Strategies.		
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		

Note: 50 percent of classes will be devoted to theory and 50 percent to discussion of cases.

TEXT READINGS:

W.D. Anthony, P.L. Perrewe, K.M. Kacmar, Strategic Human Resource Management, Forthworth, Dryden, 1993.

2.C. Mabey, G. Salman, and J. Storey, Human Resource Management: A Strategic SApproach, Cambridge, Blackwell, 1998.

3.Linda Gratton, Strategic Human Resource Management, New York, Oxford University Press, 1999.

4. S.C.Gupta, Advanced Human Resource Management: A strategic perspective, Ane Books Pvt. Ltd

5.. Tanuja Agarwala, (2007), Strategic HRM, Oxford University Press

SUGGESTED READINGS:

1.John Leopold, Lynette Harris and Tony Waton, Strategic Human Resourcing: Principles, Perspectives and Practices, London, Financial Times Pitman Publishers, 1999

INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
BATCH (2019-21)			
SEMESTER IV			
Subject Name	ORGANISATION CHANGE AND DEVELOPMENT	Subject Code	MS5E-604
		Total Credits	03
Subject Nature: CORE			
Course Objectives : The objective of this course is to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.			
Learning Outcome: Upon completion of this course students will be able to understand credentialing, accreditation standards, quality improvement organizations.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit- 1	Introduction: Definition, Growth and Relevance of OD, Assumptions, Values and Beliefs in Organization Development (OD) and Transformation, Role of change agent. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.		
Unit-2	OD interventions: Overview, Types, Team interventions, inter-Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.		
Unit- 3	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics; Competencies of an effective OD practitioner		
Unit – 4	Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.		
Unit 5	Applications of OD: OD in global settings, OD in non industrial settings		
Unit 6	Future Directions in OD		
		TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	

SUGGESTING READING:

1. Wendell L. French and Cecil N. Bell Jr., Organization Development, New Delhi, Prentice Hall
2. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc.,
3. Wendell L. French, Cecil H Bell, Jr., and Robert A. Zawaski. (Edts.), Organizational Development and Transformation: Managing Effective Change, Illinois, Irwin Inc.,

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (HR)			
Semester III			
Subject Name	TALENT AQUISION	Subject Code	MS5E-606
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: . This course will make the students to understand the following HR activities: . Reduction in labour cost .Effective recruitment and selection .Group satisfaction. This course will help the students understand the dynamics of HRM manage people effectively			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Define hr planning and explain how Hr Planning is conducted in the organisations. 2. Help students to make themselves skilled in HR function. 3. Explain the meaning and concept , Need of designing effective recruitment and selection Process. 4. Understand new trends in hiring and HR planning. 5. Describe HRIS & its importance to planning recruitment & selection function of HR. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
<h2>Course Contents</h2>			
Unit-1 Manpower Planning	1.1 Factors Affecting Manpower planning, Five steps in Manpower planning, Importance of Manpower Planning, Surplus & Shortage of resources. Obstacles in Manpower Planning, Advantages of Manpower Planning , Successful Manpower Planning, Consolidated Demand Forecast Development ,Effective Decision Making Gaining Senior Management Support, Meeting the Organization's Goals and Objectives. 1.2 Manpower Forecasting :Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting 1.3 Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements.		

<p>Unit -2 HR information system & HR Accounting</p>	<p>2.1 Purposes of HRIS, 2.2 Uses of HRIS 2.3 Establishing an HRIS approaches to Evaluate HR Function. 2.4 Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need ,Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, 2.5 Controlling Manpower costs, True costs of Planning and Recruitment 2.6 Human Resource Accounting in India</p>	
<p>Unit-3 Developing a Manpower Plan</p>	<p>3.1 Introduction, Developing a Manpower Plan 3.2 Qualitative Side of Manpower Planning 3.3 Behavioural Event Interviewing & Standard Interviews 3.3 Competency Mapping (Skill Inventory) 3.4 Problems in Manpower Planning</p>	
<p>Unit- 4 Recruitment & Talent Management</p>	<p>4.1. Sourcing and Recruitment: Introduction, Sources of candidates , Recruitment, Outsourcing , Attracting candidates , E-Recruitment , Person specifications, Career Management, Career planning & succession planning. 4.3 Resourcing Strategy: Introduction ,Components of Resourcing strategy, Business Scenario Planning, Estimating Future human Resource Requirements , Labor Turnover , Action planning , Role of HR in Developing Resource Capability, Resourcing Strategy. Meaning of Talent Management, Developing employees at all levels.</p>	
<p>Unit- 5 Types of Interview & Selection</p>	<p>5.1 Two basic types of Interview- Situational interview & Behavioural interview 5.2 Introduction, Selection process , Selection Methods, 5.3 Types of tests: Psychological tests, Validity tests, Interviews , Final stages. 5.4 Interpreting test results 5.5 Induction: Introduction , Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training.</p>	
<p>Unit -6 Recent trends in Manpower Development and Planning</p>	<p>6.1 Train to hire: Introduction, outsourcing the Train-to-Hire process, Partnering with educational institutions Generating revenue, setting up an academy, Designing Curriculum. 6.2 Recent Trend in Manpower Development and Planning induction, 6.3 Competency mapping 6.4 Knowledge management, 6.5 E-Manpower Development, E-Manpower planning HRIS</p>	
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>	
<p>TEXT READING: Learning Resources: Text Readings: Latest Editions Donald Currie, "Personnel in practice for the New IPD-CPP", Blackwell, M.A. R.W. Mondy and R.N. Noe , "Human Resource Management", Prentice Hall, London, 6th Ed.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Human Resource)			
Semester IV			
Subject Name	Conflict And Negotiation Process	Subject Code	MS5E-608
		Total Credits	03
Subject Nature: Elective			
Course Objective:			
<ul style="list-style-type: none"> ● To promote understanding of the concept and theories of conflict ● To build awareness of certain important and critical issues in conflict and negotiation ● To provide exposure to the required skills in negotiating a contract. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand that Power and Politics is inevitable in the organisation 2. Define conflict and negotiation and select and justify a personal view on conflict based on various views of conflict 3. Outline the conflict and negotiation process used in organisations 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit –I Power and Politics	1.1 Bases of Power, Power tactics, Power in Groups 1.2 Sexual Harassment in workplace: Unequal Power 1.3 Politics: power in Action, Implication for Managers		
Unit-2 Conflict	2.1 Meaning and Causes of conflict, Transitions in Conflict Thought, Functional versus dysfunctional thought 2.2 Conflict process, styles of handling interpersonal conflict, 2.3 Integrating conflict from Gandhian perspective.		

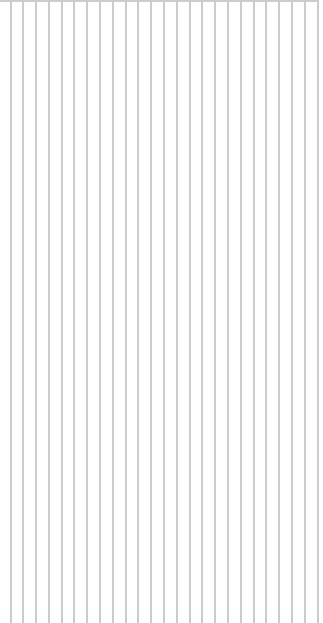
<p>Unit-3 The Negotiation Process: Pre Negotiation</p>	<p>3.1 Overview, Process, Negotiating a Contract 3.2 Pre-negotiation: Preparing the Charter of Demand(s). 3.3 Creating the Bargaining Team, Submission of COD . 3.4 Preparing for Negotiation. Communication Style</p>	
<p>Unit- 4 Effective Negotiation</p>	<p>4.1 Negotiation and Conflict Approaches and Phases in negotiation and conflict. 4.2 Negotiating Integrative Agreements. 4.3 Breaking Deadlocks 4.4 Strategy Tactics/Games Negotiators Play.</p>	
<p>Unit -5 Post Negotiation</p>	<p>5.1 Post Negotiation - Closing Successfully. 5.2 Reviewing. Binding up the Wounds. 5.3 Administration of the Agreement</p>	
<p>Unit-6 Collective Bargaining</p>	<p>6.1 Grievance Management 6.2 Collective bargaining - definition,theories, process 6.3 Industrial relations system in india.</p>	
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. BB Singh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd 2. Stephen .P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson 3. Margie Parikh, Rajen Gupta, Organizational Behaviour ,McGraw Hill 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (HUMAN RESOURCE) Semester III			
Subject Name	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Subject Code	MS5E-610
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective: . To make students aware different functions of human resource management. . To make an understanding among students about different terms closely associated with IHRM . This course will help the students understand the dynamics of HRM in the global context and manage people effectively			
Learning Outcome: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Define IHRM and understand its importance diverse workforce. 2. Help students to make themselves skilled in HR function. 3. To understand the challenges of operating in different geographies and relevant differences in culture. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
Course Contents			
Unit-1 The Field of IHRM	1.1 Concept and need of IHRM 1.2 Domestic v/s international HRM 1.3 Complexities of HR 1.4 culture and cultural context of some countries 1.5 HOFSTEDE modal of four cultural dimensions 1.6 Managing diversity 1.7 Culture shock		
Unit -2 Organisational structure	2.1 Nature and steps involved in organisational structure 2.2 Types of organisational structure globally 2.3 Controlling		

<p>Unit-3 Recruitment and selection</p>	<p>3.1 Recruitment at macro and micro level 3.2 Centralised and decentralised recruitment 3.3 Techniques of recruitment 3.4 The expatriate system 3.5 Expatriate failure situations 3.6 Selection techniques 3.6 Performance Management (criteria for appraising international employees)</p>	
<p>Unit- 4 Compensation Management</p>	<p>4.1 Complexities (problems with global compensation) and objectives. 4.2 Components of international compensation package 4.3 Approaches to international compensation management</p>	
<p>Unit- 5 Global training and management</p>	<p>5.1 Types of training and development in IHRM (global training) 5.2 Developing international teams 5.3 Trends in international training and development 5.4 Successful repatriation practices 5.5 Global work life Management</p>	
<p>Unit -6 Future challenges</p>	<p>6.1 Challenges in context of IHRM</p>	
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		

TEXT READING:

1. Internationalization the people dimension - Stephen J Porter, Kogan Page Ltd.
2. Managing HR in the 21st Century - E EKossek, RN Block, South - Western College Publishing
3. HRM- Wendell French
4. Reading and Cases in IHRM - M Mendenhall & Goddon, South-Western College Publishing.



INSTITUTE OF MANAGEMENT STUDIES			
MBA (HUMAN RESOURCE)			
BATCH (2019-21)			
SEMESTER IV			
SUBJECT NAME	PERFORMANCE MANAGEMENT	Subject Code	MS5E-612
		Total Credits	03
Subject Nature: Elective			
<p>Course Objective: The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates</p>			
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> ● Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. ● Integrate the business activities and scientific problem solving methodology. ● Set the unique way of doing job/task/work/activities with optimality in business. 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			
UNIT –I	Introduction to Performance Management Aim and purpose of performance Management Characteristics of an effective PM system Benefits of Performance Management Performance Management Process Role of PM in employee development and identification of Key performance areas		
Unit-2	Understanding performance planning Strategic Planning and performance Strategy and performance alignment Implementing PM System- Process of Performance Management Performance Management Cycle		

Unit-3	<p>Performance dimensions: Task and context Behaviour, result and trait approach system Measurement system-Result and Competency based Performance Management. Collecting information in performance management Performance Appraisal System-Meaning, Features and Objectives of Performance Appraisal Factors affecting Performance Appraisal</p>
Unit- 4	<p>Appraisal Methods on the basis of approaches – Self-appraisal, Ranking-Forced Distribution-Paired Comparison-Check List Graphic Rating Scale- BARS-MBO-Human Resource Accounting. - 360 degree Feedback- Definition & Uses of 360 degree feedback- Rationale for 360 degree feedback Advantage and disadvantage of 360 degree feedback- Benefits of Performance Appraisal Problems with Performance Appraisal Essentials of a Good Appraisal System</p>
Unit -5	<p>Performance Management Skill Performance Management & Employee Development Personal Development Plan Coaching for performance improvement Coaching process, analysis and techniques Performance counselling- Concept, Principles and Skills</p>
Unit-6	<p>Performance Review Performance review Discussion Performance Analysis Performance Management linked Reward Systems Types of pay for - Performance Plans – Individual based, Team Based, Plant Wide Use of performance management data for HR decision making</p>
Unit-7	<p>Potential Appraisal PMS in Indian Organisations Technology and Performance Management Future of Performance Management</p>

Recommended Book:

Performance Management, Herman Aguinis, 3e, Pearson.

Handbook of Performance Management – Key Strategy and Practical Guidelines,
Michael Armstrong.

Performance Management, Macmillan, India Prem Chandra

Performance Management and Appraisal system, 'HR Tool for Global
Competitiveness', Response Book – SAGE, T.V. Rao,

Managing Human Resources, TATA McGraw-Hill Edition, Wayne F. Casio.

Essentials of Performance Management, Anjali Ghanekar, Everest Publishing House.

M.B.A. (Human Resource)			
Batch (2021- 2023)			
Semester IV			
Subject Name	HUMAN CAPITAL AND LEADERSHIP	Subject Code	MS5E-614
		Total Credits	03
Subject Nature: ELECTIVE			
Course Objective:			
<input type="checkbox"/> To acquaint students about the significance of human capital management in organisations <input type="checkbox"/> To make familiar with the theory and concepts of leadership in organisations <input type="checkbox"/> To understand the role of leadership in human capital management.			
Learning Outcome:			
<ul style="list-style-type: none"> • Have increased knowledge to understand and evaluate organisational, management and leadership problems and possibilities. • Have increased knowledge and skills to design and change work organisation, to contribute to working environments in which everyone is able to contribute to organisational learning and success. • Have increased awareness of his/her personal leadership style. • Have strengthened his/her leadership skills, e.g. interpersonal skills, team development, conflict management, communication and change skills. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
	Building An Improvement Roadmap - Developing Human Capital Strategies To Improve Organizational Performance		
	Challenges To Human Capital Management,		
	Unlocking Potential in Yourself and Others		
	Leverage strategic, operational, and developmental networks, and explore ways to expand and develop them		

	Human capital strategy deployment,
	<p>Leadership Skills</p> <p>Coaching skills</p> <p>Leadership in groups: building and leading efficient teams</p> <p>Conflict management and handling difficult conversations</p> <p>Communications skills, especially listening skills</p>
	TOTAL CLASSROOM CONTACT SESSIONS
<p>Readings</p> <p>Audi, R. (2008). Business Ethics and Ethical Business. Oxford Press ISBN: 9780195369106</p> <p>Jackson, B and Parry, K. (2011). A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership (2nd Edition) Sage Press ISBN: 9781849207393</p>	

M.B.A. (Human Resource)			
Batch (2021- 2023)			
Semester IV			
Subject Name	HR ANALYTICS	Subject Code	MS5E-616
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<input type="checkbox"/> To familiarize participants with concepts and applications of data analytics. <input type="checkbox"/> To acquaint participants with the challenges of data preparation and implementation. <input type="checkbox"/> To understand and design data driven models for business decision making.			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> ● To understand the role of data analytics, data mining and business analytics within an organization. ● Compute and analyze data using statistical and data mining techniques ● Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit - 1 Introduction to Data & HR Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.		
Unit - 2 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS- Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering.		
Unit – 3 Overview of statistical perspective	Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance, histogram, testing of normality, Kurtosis (Using SPSS)		
Unit-4 Introduction to Data Base Management System	Data base System Applications, Purpose of Database Systems, The ER Model, Relational Model, Other Models Database Languages DDL and DML\ER diagrams – ER Model - Entities, Attributes and Entity sets Relationships and Relationship sets – ER Design. Overview of the SQL Query Language – Basic Structure of SQL Queries.		
Unit – 5 Trends and Future Challenges	Introduction to the latest trends in HR Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis.		

	TOTAL CLASSROOM CONTACT SESSIONS
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Learning Resources:

1. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, "Data Mining for Business Intelligence – Concepts, Techniques and Applications", Wiley India, 2016 (reprint).
2. Anil Maheshwari, "Data Analytics", McGraw Hill Education, 2017
3. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)

Reference Books:

4. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
5. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.

INSTITUTE OF MANAGEMENT STUDIES

M.B.A. (Human Resource)

Semester III

Subject Name	Emotional & Social Intelligence	Subject Code	MS5E-618
		Total Credits	

Subject Nature: Elective

Course Objective:

- To develop the fundamental skill of soft-skills, which is also one of the TOP-10 work skills.
- To inculcate the understanding of how emotions work and how to make them work for you.
- To pass on the scientific insights on how to attune with others and create behavioral synergy.

Learning Outcomes:

At the end of the course students should be able to:

- See their emotions in a new light, with a greater intent to manage them effectively.
- Observe others' behavior in a more analytical manner, with a better interpersonal approach.
- Create behavioral adjustments that have more situational aptness and synergistic quality.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

Unit-1 Basics of Emotional & Social Intelligence	<p>1.1: Understanding Emotions Logically: What are emotions? What purpose do they serve? Why are emotions impulsive? What is at the root of our emotional problems?</p> <p>1.2: How Emotions Work: Why do we react emotionally? What do we mean when we say - the proverbial 'head vs. heart'? Why do we feel something without rational reasons?</p> <p>1.3: Introduction to Emotional & Social Intelligence: What is emotional & Social intelligence? Why does it matter in life and work? How to apply its framework?</p>
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<p>Unit-2 Self-Awareness</p>	<p>2.1: Introspection: How to understand our own emotional state through ANS (Autonomic Nervous System) signals? How to identify roots of our emotional issues and ascertain their effect on our behavior & choices?</p> <p>2.2: Positive Attitude: How to see the positive in people, situations, and events? How to persist in pursuing goals despite obstacles and setbacks?</p> <p>2.3: Achievement Orientation: How to strive to meet or exceed a standard of excellence? How to look for ways to do things better, set challenging goals and take calculated risks?</p>	
<p>Unit-3 Self-Management</p>	<p>3.1: Self-regulation: How to keep disruptive emotions and impulses in check? How to maintain our effectiveness under stressful or hostile conditions?</p> <p>3.2: Team-work & Collaboration: How to work with others towards a shared goal by participating actively? How to share responsibility and rewards, and contribute to the capability of the team?</p> <p>3.3: Conflict Management: How to help others through emotional or tense situations? How to tactfully bring disagreements into the open and finding solutions all can endorse?</p>	
<p>Unit -4 Social Awareness</p>	<p>4.1: Empathy: How to sense others' feelings and perspectives and take an active interest in their concerns? How to pick up cues about what others feel and think?</p> <p>4.2: Developing Capabilities: How to foster the long-term learning or development of others? How to give feedback, guidance, and support?</p> <p>4.3: Change Catalyst: How to develop flexibility in mindset and stay open to new ideas and approaches? How to help people navigate through change in circumstances and priorities?</p>	

<p>Unit-5 Relationship Management</p>	<p>5.1: Social Skills: How to listen intently and develop rapport with people? How to make a positive impact on others and persuade ethically?</p> <p>5.2: Organizational Awareness: How to read a group’s emotional currents and power relationships? How to identify influencers, networks, and organizational dynamics?</p> <p>5.3: Inspirational Leadership: How to inspire and guide individuals and groups towards a meaningful vision of excellence? How to bring out the best in others and create a culture of stewardship?</p>	
<p>TOTAL CLASSROOM CONTACT SESSIONS</p>		
<p>Text Reading: Latest Editions Emotional Intelligence by Dr. Daniel Goleman Social Intelligence by Dr. Daniel Goleman Understanding Emotions Logically by Dr. Sandeep Atre</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) 2 YEAR			
Batch 2017-19			
Semester IV			
Subject Name	DECISION MAKING SKILLS	Subject Code	MS5E-656
		Total Credits	03
Subject Nature: Ability Enhancement			
Course Objective: The objective of this course is to help students to learn, acquaint them and acquire skill for all the facets of Decision Making.			
Learning Outcome: Upon completion of this course, students will be able to understand, learn and apply the skills of <i>decision making in the management</i> field.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two, will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. It will have Two Sections A and B. Section A shall have three theory questions out of which the candidate shall be required to answer two questions. Section A shall carry 12 marks. Section B shall contain two or more cases and shall be compulsory. Section B shall carry 36 marks.			
Course Contents			
Unit -1	Introduction to Decision Making.		
Unit-2	Case Method of Teaching and Case Analysis.		
Unit-3	SWOC Analysis.		
Unit- 4	Report Writing.		
Unit -5	Cases on Decision Making Skills.		
	TOTAL CLASSROOM CONTACT SESSIONS IN HOURS		

Learning Resources:

Cases on Decision Making Skills available at internet, websites, books, etc.