

**INSTITUTE OF MANAGEMENT STUDIES**  
**Devi Ahilya Vishwavidyalaya**  
**MBA(HUMAN RESOURCE)**  
**Semester 3<sup>rd</sup>**  
**Course Scheme**

<b>CODE</b>	<b>COURSE</b>	<b>Type</b>	<b>CREDITS</b>
MS5E - 601	Social and Industrial Psychology	Compulsory	3
MS5E – 603	Training and Development	Compulsory	3
MS5E – 605	Human Resource Information System	Compulsory	3
MS5E – 607	Compensation and Reward Management	Compulsory	3
	Comprehensive VivaVoce	Compulsory	3
	<i>Electives</i>		
MS5E – 609	Managerial Creativity and Innovation	<i>Elective Course</i>	3
MS5E – 611	LabourLaws –II	<i>Elective Course</i>	3
MS5E – 613	Managerial Counselling	<i>ElectiveCourse</i>	3
MS5E – 615	Corporate Governance and Sustainability	<i>ElectiveCourse</i>	3
MS5E – 617	Entrepreneurship	<i>ElectiveCourse</i>	3
MS5E - 619	Business Intelligence	<i>ElectiveCourse</i>	3

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>M.B.A. (HUMAN RESOURCE MANAGEMENT)</b>			
<b>Semester III</b>			
<b>Subject Name</b>	<b>Labour Law II</b>	<b>Subject Code</b>	<b>MS5E - 601</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objective:</b>			
<ul style="list-style-type: none"> <li>• To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force.</li> <li>• To develop an understanding about different obligations towards society.</li> </ul>			
<b>Learning Outcome:</b>			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
<b>Examination scheme:</b>			
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.			
<b>Course Contents</b>			<b>Class Room Contact Sessions</b>
<b>UNIT –1 Labour Welfare Legislation</b>	1.1 Concept and Philosophy of Labour Welfare. 1.2 Theories of Labour welfare. 1.3 Contract Labour Act (Regulation and Abolition) Act, 1970- Scope, Application, Important Definitions and Important Provisions.		
<b>Unit-2 Social Security</b>	2.1 Evolution and Growth of social legislation in India. 2.2 International Labour Standards on Social Security. 2.3 Employees State Insurance Act, 1948. 2.4 Payment of Gratuity Act, 1972. 2.5 Employees' Compensation Act, 1923. 2.6 Maternity Benefit (Amendment) Act, 2017		
<b>Unit-3 Child and Woman Labour Legislation</b>	3.1 Evolution of Child Labour Legislation. 3.2 ILO's conventions and recommendations regarding Child Labour. 3.3 Child Labour (Prohibition and Regulation) Act, 1986. 3.4 Equal Remuneration Act, 1976.		
<b>Unit- 4 Collective Bargaining in</b>	4.1 Meaning, Nature & Emerging Patterns. 4.2 Workers Participation in Management: Different degrees and forms of Worker's Participation in India.		

<b>India</b>		
<b>Unit -5 Recent developments</b>	5.1 discussion on major case laws 5.2 various policies and schemes for workers and employers 5.3 major reforms and amendments 5.4 case studies	
	<b>TOTAL CLASSROOM CONTACT SESSIONS</b>	
<p><b>Learning Resources:</b>  <b>Text Readings:</b>  1. P.L. Malik, Industrial Law, Lucknow, Eastern Book Co., 1995.  2. Introduction to the Constitution of India 21<sup>st</sup> Edition, D.B. Basu  3. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.  4. Industrial Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, Third Edition.</p>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (HUMAN RESOURCE)			
Semester III			
Subject Name	<b>TRAINING &amp; DEVELOPMENT</b>	Subject Code	<b>MS5E-603</b>
		Total Credits	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objective:</b>			
<ul style="list-style-type: none"> <li>To introduce the importance of training &amp; development in Human Resource Management; and that in organization for its overall growth.</li> <li>To provide orientation skills to the students who wish to obtain career development in the area of Training &amp; Development.</li> <li>Learning the intricacies of training and development process and audit.</li> <li>Explore various Training&amp; development Outlooks; as well as its evolution, dependency &amp;as strategic essential in organization’ holistic growth.</li> </ul>			
<b>Learning Outcome:</b>			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> <li>Understand the evolution of human skills, learning, and abilities is experiential nature in work life.</li> <li>Understand the business expectations of learning and development and apply the T&amp;D framework for business alignment.</li> <li>To be able to design training &amp; development modules &amp; calendars, &amp; deliver them efficiently &amp; effectively.</li> <li>To be able to build and evaluate various training tools, processes, methods and assessments as per the future requirement of the organization.</li> </ol>			
<b>Examination scheme:</b>			
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			
<b>Course Contents</b>			<b>Class Room Contact Sessions</b>
<b>Unit-1 Introduction To T&amp;D</b>	1.1 Concepts, Scope, Functions, Role 1.2 Evolution , Structure & Importance 1.3 Systems Approach to Training		
<b>Unit -2 Learning Theories</b>	2.1 Principles of Learning 2.2 Kolb’s Learning Inventory 2.3 Bloom’s Taxonomy and Adult Learning 2.4 Experiential Learning Simulation		
<b>Unit-3 Training Need Assessment</b>	3.1 Organization Analysis, 3.2 Task Analysis, 3.3 Person Analysis		
<b>Unit- 4 Designing &amp; Conducting a Training Programs</b>	4.1 Identifying Training Needs & objectives 4.2 Trainee Readiness & Motivation 4.3 Design & Develop Training Calendar/Modules 4.4 Training Budget/Administration Training		

<b>Unit- 5 Implementing the Training Programs</b>	5.1 Factors influencing choice of training Methods 5.2 Training Methods (Off the Job & On the Job) 5.3 Management Development 5.4 Strategic Development & Skill Development; 5.5 E- Training and use of technology in training	
<b>Unit -6 Developing the Group and the Climate</b>	6.1 The Social Process, 6.2 Establishing Tasks in Common, 6.3 Building Realistic Relationships, 6.4 The Training climate, 6.5 Personal and Inter-Personal Dimensions. 6.6 Trainers and Training Styles.	
<b>Unit-7 Evaluating the Training Program</b>	7.1 Kirkpatrick four-level approach & other alternative models, 7.2 Bench Marking 7.3 ROI and Cost Benefit Analysis 7.4 Special Topics in Training (Orientation, Basic Skills, Team & Diversity Training)	
	<b>TOTAL CLASSROOM CONTACT SESSIONS</b>	
<p><b>TEXT READINGS: (Latest Text Readings)</b></p> <ol style="list-style-type: none"> <li>1. P. Nick Blanchard, James W. Thacker and V. Anand Ram (2013). Effective Training: Systems, Strategies, and Practices (4th Edition). New Delhi. Pearson.</li> <li>2. Rolf P. Lynton and Udai Pareek (011). Training for Development (3rd Edition). New Delhi. Sage.</li> <li>3. Raymond A Noe and Amitabh D Kodwani (2012). Employee Training and Development (5th edition). New Delhi. Tata McGraw Hill.</li> <li>4. B. Janakiram (2007). Training and Development (Indian Text Edition). New Delhi. Biztantra.</li> </ol>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (HUMAN RESOURCE)			
Semester III			
Subject Name	<b>Managerial Counselling</b>	Subject Code	<b>MS5E - 613</b>
		Total Credits	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objective:</b>			
<ol style="list-style-type: none"> <li>1. Understand human behaviour at different stages.</li> <li>2. Effectively manage the behavioural issues of employees.</li> <li>3. Recognize behavioural problems and examine strategies for positive behaviour management.</li> <li>4. Identify different types of psychological problem.</li> <li>5. Relate counselling theory to issues in managerial counselling.</li> <li>6. Develop an ethical approach to managerial counselling.</li> </ol>			
<b>Learning Outcome:</b>			
This course aims at developing the counselling skills among the students by			
<ol style="list-style-type: none"> <li>1. Providing an overview of the counselling processes and techniques.</li> <li>2. Providing an understanding of the Psychometric Testing and Evaluation.</li> <li>3. Selecting the key areas and situations where management can and should help employees in performance planning and career advancement.</li> <li>4. Creating a forum for practising the basic counselling skills.</li> <li>5. Developing alternative approach to dealing with problem situations in organisations.</li> </ol>			
<b>Examination scheme:</b>			
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			
<b>Course Contents</b>			<b>Class Room Contact Sessions</b>
<b>Unit 1 Counselling and counsellor</b>	<ol style="list-style-type: none"> <li>1.1. Counselling Introduction,</li> <li>1.2. Counselling vis Advice vis Psychotherapy</li> <li>1.3. Nature, Principles, and Aim of Counselling</li> <li>1.4. Need of Counselling</li> <li>1.5. Ethics of Counselling</li> <li>1.6. Function and Characteristics of Effective Counsellor</li> <li>1.7. Personal challenges as a Counsellor</li> <li>1.8. Importance of Soft Skills in Counselling Session.</li> </ol>		
<b>Unit 2 Counselling Process</b>	<ol style="list-style-type: none"> <li>2.1. Problem Identification- Strategies and Skills</li> <li>2.2. Understanding the Individual- Thought, Behaviour, Emotions, Knowledge and mind set of counsees.</li> <li>2.3. Pre-requirement for counselling- Rapport formation, Confidentiality, Guidelines for counselling session.</li> <li>2.4. Counselling process (phases)- Assessment, Intervention, and Termination, Follow-up, Termination of Case, Cumulative Records, Case Study and Case Conference</li> <li>2.5. Counsellor's limitations and boundaries</li> <li>2.6. Evaluation of counselling program</li> </ol>		

	Self-Development of Managers as Counsellors	
<b>Unit 3 Types of counselling and Non-Testing</b>	<p>3.1. Individual and group counselling  3.2. Directive and non-directive counselling and Elective  3.3. Online and offline Counselling  3.4. Phonic and correspondence Counselling  3.5. Characteristics of Group Counselling  3.6. Advantages of Group Counselling  3.7. Counsellor skills - Active listening and Responding, Effective Feedback  3.8. Interpersonal Skills for Counsellors  3.9. Counselling Environment  3.10. Enabling the Individual to Understand Self.</p> <p><b>Modes Of Non-Testing</b> - Observation, Questioning, Anecdotal Record, Interviews, History Taking, Interviewing, Sociometric</p>	
<b>Unit 4 Testing Projective and Non-Projective Techniques</b>	<p>4.1 Projective Techniques-TAT, Rorschach, Sentence-completion techniques, Word Association Test, etc and self-evaluation  4.2 Need And Uses of Tests  4.3 Reliability, Validity, Standardization  4.4 Classification Of Test, Selection of Test  4.5 Testing Procedure, Scoring, Recording, Reporting  4.6 Test Interpretations in Counselling- Assessment, Analysis, Evaluation, Judgement,  4.7 Different Types of Test (Intelligence Tests, Achievement and Aptitude Tests)  4.8 Non-Projective Test- Personality Inventories (16PF, MMPI), Interest Inventories, Ability, Attitude, Values  4.9 Limitations of Psychological Tests</p>	
<b>Unit 5 Psychological Schools of Thoughts and Therapy</b>	<p>5.1 Early Schools, Behaviourist School, Psychoanalytic Foundations  5.2 Transactional Analysis  5.3 Gestalt Psychology  5.4 Rational Emotive Therapy  5.5 Person-Centred Approach to Counselling  Case Study and Case Conference</p>	
<b>Unit 6 Counselling at Workplace- Employee management, Stress, wellbeing</b>	<p>6.1 Employee management- Performance Counselling, Counselling for career planning &amp; Decision Making  6.2 Stress- Stress Reduction Techniques, Stress and Performance.  6.3 Work-Life Balance and Techniques.  6.4 Employee Wellbeing: Concept, Importance, Factors influencing well-being.</p>	

TOTAL CLASSROOM CONTACT SESSIONS	
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**Books and reading material**

1. Rao T.V. and Pareek, Uday (ed) :Redisigning Performance Appraisal Systems, Tata McGraw-Hill Pub.Co., New Delhi .
  2. Neale. Francis : Hand Bookk of Performance Management, Jaico Pub. House, New Delhi .
  3. Benson , Gary : Stepping up performance, Jaico, Publishing House, New Delhi .
  4. Walters, Mike : The Performance Management Hand Book, Jaico Pub., House, New Delhi
  5. Murphy, Kerin r, and Cleveland, jeanette N: Understanding Performance Appriasal, Sage, London .
  6. Mabey, Christefer and Salman, Graeme : Strategic Human Resource Management, Beacon Book, New Delhi .
  7. Dave, Indu,: Th Basic Essentials of Counselling, Sterling Pub . Pvt. Ltd., New Delhi .
  8. Barclay, James, R : Foundations of Counselling Strategies, John Wiley & sons, Inc., New York .
  9. Blocher, Donald. H.,: Developmental Counselling, Ronald Press, New York .
  10. Hahn, Milton E, and Maclanm, Malcom, S. : Counselling Psychology, McGrawHill Book Co., New York .
  11. Patterson, CH, Theories Of Counselling &Psychotherapyk Harper & Row Pub., New York .
  12. Mehta, Perin H, Odgers, Hohn& Wadia Khorshed. A : A Handbook of Counselling, NCERT, New Delhi .
  13. Dinesh K.Srivastava (2005) Strategies for Performance Management Excel Books New Delhi
  14. R.KrishnaVeni(2008) Human Resource Development Excel Books New Delhi
  15. Tapomoy Feb (2008) Performance appraisal and Management Excel Books New Delhi
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INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (HUMAN RESOURCE)			
Semester III			
MS5E - 601	<b>Social Psychology</b>	<b>Subject Code</b>	<b>MS5E - 601</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objective:</b> The students will help students to : <ul style="list-style-type: none"> <li>• Understand person's behaviour in groups</li> <li>• Industrial safety psychology</li> <li>• About self concept</li> </ul>			
<b>Learning Outcome:</b> At the end of the course student will learn Communication effectively in both oral and written formats. Career planning and development emerge from the major with realistic ideas about how to use psychological knowledge, skill and values.			
<b>Examination scheme:</b> 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			
<b>Course Contents</b>			<b>Class Room Contact Sessions</b>
<b>UNIT –1 Social Psychology</b>	<ul style="list-style-type: none"> <li>• Definition,</li> <li>• Nature and Background</li> <li>• Social psychology Principles in Everyday Life</li> <li>• Factors Influence Social Interaction- Methods of Social Psychology</li> <li>• Theories in Social Psychology</li> <li>• Social Psychology and Human Values</li> <li>• Social Psychology and Sustainable Future</li> <li>• Applications of Social Psychology at Workplace</li> </ul>		
<b>UNIT – 2 Social Cognition: Understanding the Social World.</b>	<ul style="list-style-type: none"> <li>• Social Perception</li> <li>• Attitudes - Social Behaviour Link Attitudes, Attitudes and Beliefs, Attitude Consistency.</li> <li>• Theories Of Attribution -</li> <li>• Social Communication -Verbal and Non-Verbal Communication</li> <li>• Impression Formation and Impression Management</li> <li>• Cognitive Approach to Impression Formation</li> <li>• Errors and Biases</li> <li>• Social Cognition, Mind and Body, Moods, Happiness</li> </ul>		
<b>UNIT 3 Social Identity</b>	<ul style="list-style-type: none"> <li>• Defining The Self – Formation of The Self-Concept, Self-Awareness, Social Factors Influence The Self-Concept, Culture Influence Self, Self And Information Processing</li> <li>• Self-Esteem</li> <li>• Self-Efficacy</li> <li>• Self-Monitoring</li> </ul>		

	<ul style="list-style-type: none"> <li>• Self-Focusing</li> <li>• Social Identity and Its Functions</li> </ul>	
<b>Unit- 4 Social Influence</b>	<ul style="list-style-type: none"> <li>• Conformity: Group Influence in Action, Definition, Factors affecting Conformity</li> <li>• Bases of Conformity</li> <li>• Compliance:</li> <li>• Obedience:</li> <li>• Asch's Study</li> <li>• Milgram's Obedience Experiments</li> <li>• Social psychology applies across cultures and subcultures</li> </ul>	
<b>Unit -5 Social Relations</b>	<ul style="list-style-type: none"> <li>• Pro-Social Behaviour - Cooperation, Forgiveness, Helpful Social Behaviour.</li> <li>• attraction and intimacy, close relationship liking and loving for long term, family and friends.</li> <li>• Aggression</li> <li>• Antisocial Behaviour</li> </ul>	
<b>Unit 6 Employment Testing</b>	<ul style="list-style-type: none"> <li>• Testing abilities</li> <li>• Testing personality</li> <li>• Testing skills and achievements</li> </ul>	
<b>Unit 7 Safety Psychology</b>	<ul style="list-style-type: none"> <li>• Safety management and safety Psychology</li> <li>• Theories of Safety Psychology</li> </ul>	
	<b>TOTAL CLASSROOM CONTACT SESSIONS</b>	

Readings:

Baron, R.A., Byrne, D. & Bhardwaj, G (2010). Social Psychology (12th Ed). New Delhi: Pearson.  
Chadha, N.K. (2012). Social Psychology. MacMillan: New Delhi  
Deaux, K. & Wrightsman, L. (2001). Social Psychology. California: Cole Publishing  
Kassin, S., Fein, S., & Markus, H.R. (2008). Social psychology. New York: Houghton Mifflin.  
Misra, G. (2009). Psychology in India, Volume 4: Theoretical and Methodological Developments (ICSSR survey of advances in research). New Delhi: Pearson.  
Myers, D.G. (2008). Social psychology New Delhi: Tata McGraw-Hill.  
Taylor, S.E., Peplau, L.A. & Sears, D.O. (2006). Social Psychology (12th Ed). New Delhi: Pearson.  
Blum and Naylor "Industrial Psychology", Harper & Row Publishers

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b><u>M.B.A. ( HUMAN RESOURCE) SEMESTER III</u></b>			
<b>Subject Name</b>	<b>Corporate Governance and Sustainability</b>	<b>Subject Code</b>	<b>MS5E - 615</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: COMPULSORY</b>			
<b>Course Objective:</b> Objectives of this course is to help the students gain knowledge about corporate governance and its relevance in the business environment.			
<b>Learning Outcome:</b> At the end of the course learners will be able to understand: <ol style="list-style-type: none"> <li>1.The practices and norms of conducting a fair business organisation</li> <li>2.The process of owning business&amp; art of sustaining a business</li> <li>3.The standard set by the Indian corporate governance bodies and their advent.</li> <li>4.The corporate governance failures and their reasons</li> </ol>			
<b>Examination scheme:</b> 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.			
<b>NOTE : One case or caselet to be discussed in each unit</b>			
<b>Course Contents</b>			
<b>UNIT –I Corporate Governance an overview</b>	The Theory and Practice of Corporate Governance Models of corporate Governance:Anglo American , Japanese and German Landmarks in the Emergence of Corporate Governance. The history of corporate governance.		
<b>Unit-2 Corporate Governance and other Stake Holders</b>	The key Corporate Agents The stakeholders, employees, customers, bankers, lenders, government agencies etc. and their roles in proper governance . Four P's of Corporate Governance		
<b>Unit-3 Corporate Social Responsibility.</b>	Introduction to corporate social responsibility CSR & Corporate Sustainability Government norms for CSR Business Ethics & CSR.		
<b>Unit- 4 Corporate Governance Framework in India</b>	Corporate Boards and its Powers, Responsibilities Disqualifications; Board Committees and their Functions, Clause 49 of Listing Agreement. Role of various committees formed in India and their implications (Kumar Manglam, Narayan Murthy, MCA, CII etc.)		

<p><b>Unit -5 Major Corporate Governance Failures</b></p>	<p>Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA) Vivendi (France), and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.</p>
<p><b>Unit-6 Sustainability and Governance</b></p>	<p>Concept of sustainability(Gandhian Concept) Relevance of sustainability Developing a sustainable Organisation Governments role in creating a positive environment for sustainable organizations.</p>
<p><b>Unit – 7 Ethical Decision Making</b></p>	<p>Krolick’s model of decision making styles. Role of government and media in ensuring corporate governance</p>
<p><b>Reference</b></p>	<p><b>CORPORATE GOVERNANCE –AC Fernando (Pearson Education Limited New Delhi)</b> <b>Corporate Governance –CV Baxi</b> <b>Corporate Governance and business Ethics-UC Mathur</b> <b>Corporate Governance- Swami Parthswarthy</b></p>

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (HUMAN RESOURCE)			
Semester III			
Subject Name	Compensation and Reward Management	Subject Code	MS5E - 607
		Total Credits	03
<b>Subject Nature: CORE</b>			
<b>Course Objective:</b>			
<ol style="list-style-type: none"> <li>1. To develop understanding and familiarity among the students on various components of executive and non-executive compensation.</li> <li>2. Analysing, evaluating and sizing jobs in a consistent manner according to the market changes and compensation policy.</li> <li>3. Design a compensation policy and compensation system on the principles of equity, fairness and efficiency.</li> <li>4. To develop a pipeline of knowledgeable, practical, result oriented compensation structure across the industry.</li> </ol>			
<b>Learning Outcome:</b>			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> <li>1. Participants will be able to master essentials of compensation, internal equity, external competitiveness, pay management and incentive design.</li> <li>2. Participants will be able to understand key concepts related to labour market dynamics in determining the wage policy, bases of the pay, etc.</li> <li>3. Participants will learn different Job evaluation techniques for determining pay structure at different levels.</li> <li>4. Participants will learn about different statutory/voluntary benefits, perks, incentives, etc.</li> <li>5. Participants will be able to learn how to build high impact compensation system.</li> </ol>			
<b>Examination scheme:</b>			
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			Class Room Contact Sessions
<b>Unit-1 Introduction To Compensation</b>	<b>Conceptual framework &amp; Overview:</b> <ol style="list-style-type: none"> <li>1.1 Conceptual dimensions of wage, compensation and rewards.</li> <li>1.2 Understanding elements of Compensation Structure</li> <li>1.3 Labour market/wage &amp; Salary administration</li> <li>1.4 The pay model</li> <li>1.5 Strategic pay policies</li> <li>1.6 Strategic Pay decisions</li> <li>1.7 Best Practices vs. Best Fit</li> </ol>		
<b>Unit 2 Defining Alignment and External Competitiveness</b>	<b>Internal Alignment and External Competitiveness:</b> <ul style="list-style-type: none"> <li>• Internal Alignment <ul style="list-style-type: none"> <li>- Job Evaluation: Concepts, Methods and Techniques</li> </ul> </li> <li>• External Competitiveness: <ul style="list-style-type: none"> <li>- Choosing a partner</li> <li>- Conducting a survey</li> <li>- Benchmarking</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>- Lead/lag Policy</li> <li>• Designing pay structure, Pay Mix, Pay Range, etc.</li> </ul>	
<b>Unit 3 Incentive Plans</b>	<b>Incentive Plans:</b> <ul style="list-style-type: none"> <li>• Types of Incentive Plans</li> <li>• Group/Individual Incentive Plans</li> </ul>	
<b>Unit- 4 Employee Benefits and Rewards</b>	<b>Employee Benefits and Rewards:</b> <ul style="list-style-type: none"> <li>• Fringe Benefits</li> <li>- Legally required benefits, Insurance, Employment &amp; Retirement Benefits</li> <li>• Reward Management (Total Rewards)</li> </ul>	
<b>Unit- 5 Governing Laws</b>	<b>Governing Laws:</b> <ul style="list-style-type: none"> <li>- Minimum Wages Act, 1948</li> <li>- Payment of Wages Act, 1936</li> <li>- Payment of Bonus Act, 1965</li> <li>- ESIC, Superannuation,</li> <li>- Gratuity, Provident Fund</li> </ul>	
<b>Unit -6 Performance Pay &amp; Equity Based Compensation</b>	<ul style="list-style-type: none"> <li>• <b>Pay for Performance</b></li> <li>• <b>Equity Based Compensation</b> <ul style="list-style-type: none"> <li>- Types of stock plan</li> <li>- ESOPs</li> <li>- SEBI Guidelines,</li> <li>- Taxability of stock options</li> </ul> </li> </ul>	
<b>Unit-7 Salary Offer &amp; Income Tax</b>	<ul style="list-style-type: none"> <li>• <b>Salary Budgeting &amp; Making an offer</b></li> <li>• <b>Income Tax</b></li> </ul>	
	<b>TOTAL CLASSROOM CONTACT SESSIONS</b>	
<b>TEXT READINGS: (Latest Text Readings)</b>		
<ol style="list-style-type: none"> <li>6. Milkovich, G.T., Newman, J.M., &amp; Venkata Ratnam, C S. (2009): Compensation [Nineth, Special Indian Edition], Tata Mc Graw Hill Publishing Company Limited.</li> <li>7. Milkovich, G.T., Newman, J.M., &amp; Venkata Ratnam, C S. (2009): Compensation [Tenth, Special Indian Edition], Tata Mc Graw Hill Publishing Company Limited.</li> <li>8. Martocchio, J.J. (2004): Strategic Compensation: A Human Resource Management Approach [Third Edition]. Pearson education.</li> <li>9. Berger, L.A. &amp; Berger, D R. (2008): The Compensation Handbook: A State-of-the-Art guide to Compensation strategy and design [Fifth Edition], Tata Mc Graw Hill Publishing Company Limited.</li> </ol>		

<b>INSTITUTE OF MANAGEMENT STUDIES</b>			
<b>M.B.A. (HUMAN RESOURCE MANAGEMENT) Semester III</b>			
<b>Subject Name</b>	<b>HRIS</b>	<b>Subject Code</b>	<b>MS5E - 605</b>
		<b>Total Credits</b>	<b>03</b>
<b>Subject Nature: CORE</b>			
<b>Course Objective:</b>			
<ul style="list-style-type: none"> <li>• To impart knowledge to students regarding role of information systems in managing the HR functions in an organization.</li> <li>• To develop an HR Information system.</li> </ul>			
<b>Learning Outcome:</b>			
At the end of the course students will be able to develop an information system for HR function.			
<b>Examinations scheme:</b>			
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.			
<b>Course Contents</b>			<b>Class Room Contact Sessions</b>
<b>UNIT-1</b> <b>Introduction MRP/ERP/Information System</b>	1.1 Data and Information needs for HR Manager 1.2 Sources of Data 1.3 Role of ITES in HRM 1.4 IT for HR Managers; Concept, Structure, and Mechanic of HRIS 1.5 Programming Dimensions and HR Manager with no technology background 1.6 Survey of Software Packages for Human Resource Information System including ERP Software such as SAP		
<b>Unit-2</b> <b>Data Management for HRIS</b>	2.1 Data Formats, Entry Procedure and Process 2.2 Data Storage and Retrieval 2.3 Transaction Processing 2.4 Introduction to RDBMS 2.5 HR-XML 2.6 Office Automation and information Processing and Control Functions 2.7 Design of HRIS: Relevance of Decision Making Concepts for Information System		

<b>Unit-3 Design; HRMNeedsAn alysis</b>	3.1 ConceptandMechanics 3.2 StandardSoftwareandCustomizedSoftware 3.3 HRIS-AnInvestment, CostBenefitAnalysis
<b>Unit-4 HR Management Process andHRIS</b>	4.1 ModulesonMPP 4.2 Recruitment 4.3 Selection,Placement, Application Software Package Hands On/Practicals etc. 4.4 ModuleonPASystem 4.5 TandDModule 4.6 ModuleonPayAandRelatedDimensions 4.7 PlanningandControl; 4.8 InformationSystem’ssupportforPlanningandControl
<b>Unit-5 HR Management ProcessIand HRIS</b>	5.1 OrganizationStructure&RelatedManagementProcessesIncl udingauthorityandResponsibilityFlows 5.2 DBS, Process, DSS, MIS, Communication Process/Social Media/ Web 2.0 5.3 Network Infrastructure, Security issues their types, solution
<b>Unit-6 Organization Culture andPower</b>	6.1 DataCapturingforMonitoringandReview 6.2 Behavioural PatternsofHR and Other Managersand Their PlaceinInformationProcessingfor DecisionMaking. 6.3 HR Analysis, Case Studies
<b>Unit-7 HRIS Emerging Trends</b>	7.1 SecurityofDataandOperationsofHRISModules 7.2 CommonProblemsduringITadoptioneffortsandProcessesstoOverc ome 7.3 OrientationandTrainingModulesforHR&OtherFunctionaries 7.4 DetailedAnalyticalFramework 7.5 OpportunitiesforcombinationofHRM&ITESPpersonnel 7.6 HRISandEmployeeLegislation 7.7 AnIntegratedViewofHRIS 7.8 WhyandHowofWinnersandLosersofHRISOrientation.
	<b>TOTAL CLASS ROOM CONTACT SESSIONS</b>

Learning Resources:

TextReadings:LatestEditions

1. Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J. Kavangarh, Mohan Tithi, Richard D Johnson, Sage Publications India Pvt Ltd.
2. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan Page.
3. Managing and Measuring Employee Performance - Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page.
4. Accountability in Human Resource Management, “Jack J Phillips”, Gulf Professional Publishing.
5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.
6. Tony Ivey, Personnel Computer System, McGraw Hill International.
7. The Brave New World of HR: Human Resources Management in digital age, Guetual Stone editors, Wiley India Edition



<b>M.B.A. (HUMAN RESOURCE MANAGEMENT) Semester III</b>			
<b>SubjectName</b>	<b>ENTREPRENEURSHIP</b>	<b>SubjectCode</b>	<b>MS5D - 617</b>
		<b>TotalCredits</b>	<b>03</b>
<b>SubjectNature:Core</b>			
<b>CourseObjective:</b>			
<ol style="list-style-type: none"> <li>1. The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Entrepreneurship.</li> <li>2. To introduce the spirit of Entrepreneurship in students, inculcate creativity &amp; risk taking.</li> </ol>			
<b>LearningOutcome:</b>			
<ol style="list-style-type: none"> <li>1. Provide overview of Entrepreneurship environment in country</li> <li>2. The process of owning your business &amp; art of sustaining a business.</li> <li>3. Various qualities, character &amp; leadership requirements of being an Entrepreneur.</li> </ol>			
<b>Examinationscheme:</b>			
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.			
<b>CourseContents</b>			<b>ClassRoom Contact Sessions</b>
<b>UNIT –I Entrepreneur &amp; Entrepreneurship</b>	<ol style="list-style-type: none"> <li>1.1 Concept &amp; Nature,</li> <li>1.2 Definition Characteristics, Functions, Kinds, Role,</li> <li>1.3 Difference among entrepreneur, Manager, Leader</li> <li>1.4 Social and economic role of entrepreneurship</li> <li>1.5 Entrepreneurship vs. Intrapreneurship</li> <li>1.6 Woman Entrepreneurship: Influencing factor, Challenges, Support. Cases on Woman Entrepreneurship</li> </ol>		
<b>Unit-2 Theories of Entrepreneurship</b>	<ol style="list-style-type: none"> <li>2.1 Theories of Entrepreneurship</li> <li>2.2 Creativity and entrepreneurship; Steps in Creativity; Innovation and inventions; Using left brain skills to harvest right brain ideas; Legal Protection of innovation; Skills of an entrepreneur; Decision making and Problem Solving (steps in decision making)</li> <li>2.4 Process of Innovation - Social &amp; Commercial</li> </ol>		
<b>Unit-3 Business Plan</b>	<ol style="list-style-type: none"> <li>3.1 Need for a Business plan - Steps in the preparation of Business plan.</li> <li>3.2 Need for marketing research</li> <li>3.3 Feasibility analysis</li> <li>3.4 Ownership structure of business</li> </ol>		

<b>Unit-4 Project Financing</b>	4.1 Financing and its effects on effective asset management – Alternate methods of financing. 4.2 Venture capital and new venture financing 4.3 Government agencies assisting in financing the project. Commercial banks, financing institutions (IDBI, IFCI, ICICI, IRBI, LICUT, SFC, SIDC, SIDBI and EXIM Bank). Micro Finance.	
<b>Unit 5 Medium and small Scale Industries</b>	5.1 Ownership Structure of MSME 5.2 Factors Influencing, Challenges, and Industrial Sickness and their strategies. 5.3 Government scheme of sick Industries	
	TOTAL CLASSROOM CONTACT SESSIONS	
<b>Text Reading</b> <ol style="list-style-type: none"> <li>1. David H. Holt Entrepreneurship: New Venture Creation, PHI</li> <li>2. Mary Coulter Entrepreneurship in Action, PHI</li> <li>3. B.K. Mohanty Fundamentals of Entrepreneurship, PHI</li> </ol> <b>Suggested</b> <ol style="list-style-type: none"> <li>1. Stay Hungry Stay Foolish</li> <li>2. Autobiography of Steve Jobs, Bill Gates</li> </ol>		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. 2 Years (Human Resource)			
Batch(2021-2023)			
Semester III			
Subject Name	<b>Business Intelligence</b>	Subject Code	MS5E - 619
		Total Credits	03
<b>Subject Nature: General</b>			
<b>Course Objective:</b> The objective of teaching this course is to enable students to integrate knowledge of various functional areas and technologies use for business integration.			
<b>Learning Outcome:</b> At the student will get the knowledge of various functional areas uses for businesses integrations.			
<b>Examination scheme:</b> <b>The semester examination is worth 60marks and 40marks for internal assessment. Students will have to answer five questions out of 7/8 questions</b>			
Course Contents			
<b>UNIT –1</b>  <b>ERP</b>	ERP: Enterprise Resource Planning 1.1 Overview of ERP 1.2 Objective of ERP 1.3 ERP evolution 1.4 Trades in ERP 1.5 ERP Technology 1.6 Benefits and challenges of ERP 1.7 Different types of ERP Software 1.8 ERP Implementation & challenges		
<b>Unit-2</b>  Supply Chain Management	2.1 Overview of Supply Chain Management 2.2 Identifying Supply Chains 2.3 Key Supply Chain Management Processes 2.4 Evolution of Supply Chain Management 2.5 Creating Value through Supply Chain Management 2.6 The Impact of globalization on Supply Chain Management 2.7 Supply Chain Management Strategy 2.8 Elements of Supply Chain Management 2.9 Logistics network configuration 2.10 data Collection and validation 2.11 key features of Network configuration 2.12 Supply Chain integration		

<p><b>Unit-3</b></p> <p><b>BPR</b></p>	<p>3.1 Introduction  3.2 Evolution of Organization and Management Concepts  3.3 The realities of the New Economy,  3.4 The Twenty-first Century Organization  3.5 Re-engineering Defined  3.6 Characteristics and implications of Re-engineered business processes: Characteristics of Re - engineered Processes  3.7 Change accompanying business process Re- engineering  3.8 The role of information technology, creativity and human resources in Re-engineering BPR  implementation: Re-engineering Implementation Framework, Succeeding at Reengineering, and BPR Barriers</p>	
<p><b>Unit- 4</b></p> <p><b>Knowledge Management</b></p>	<p>4.1 The Basics of knowledge Management Concept of Knowledge Management  4.2 KM Myths And Life Cycle, Intelligence, Experience and common sense,  4.3 Data Information and Knowledge  4.4 Types of Knowledge and Expert Knowledge  4.5 KM system Life Cycle Knowledge Creation and Knowledge Architecture</p>	
<p><b>Unit -5</b></p> <p>Total Quality Management</p>	<p>5.1History &amp; Philosophy of TQM,  5.2 Total Quality As A System,  5.3 Step By Step TQM Implementation Process  5.4 ISO 9000 &amp; ISO 14000 Process Implementation and Obtaining Certification  5.5 Malcolm Baldrige Award Criteria, Deming’s Award, Rajiv Gandhi National Quality Award</p>	
<p><b>TOTAL CLASSROOM CONTACT SESSIONS</b></p>		

**Text Books:**

1. Janak Shah “ Supply Chain Management ” by, Pearson Education. Latest Edition.
2. Rangaraj, Supply Chain Management for Competitive Advantage, TMH Latest Edition.
3. Ailawadi and Singh, Logistics Management, PHI, Latest Edition.
4. Elias M. A wad and Hassan M. Ghaziri, Knowledge Management, Pearson Education, Latest Edition.

**Reference Books:**

1. R Radhakrishnan and S Balasubramanan, Business Process Reengineering-Text and Cases, PHI, Latest Edition.
2. ERP Text and case studies by CSV Murthy ,Himalaya Publishing House , New Delhi
3. Bill Creech “**The Five Pillars of TQM**” New York, Truman Talley Books.

Lt. Gen. Ahluwalia J. S (Ed.) “**TQM: The Transforming Role of Quality in a Turbulent World**”  
New Delhi, Tata McGraw Hill I

INSTITUTE OF MANAGEMENT STUDIES (DAVV, INDORE)			
M.B.A. (Human Resource) Semester III			
Subject Name	Managerial Creativity and Innovation	Subject Code	MS5E - 609
		Credit	03
<b>Subject Nature:</b> Elective			
<b>Course Objective:</b>			
<ul style="list-style-type: none"> <li>To develop the ability of systemic thinking</li> <li>To develop independence in professional world and in making business decisions</li> </ul>			
<b>Learning Outcome:</b>			
<ul style="list-style-type: none"> <li>Identify challenges and create solutions.</li> <li>Create Commercial innovations</li> <li>Define and reconstruct problems using design thinking</li> </ul>			
<b>Examination Scheme:</b>			
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 will have two sections A and B. Section A worth 40 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain cases/practical problems.			
<b>Note: - One case / case-let is to be discussed in each unit.</b>			
<b>Course Content</b>			
<b>Unit-1 Introduction</b>	Define and understand creativity, Conceptualize innovation Design thinking process		
<b>Unit-2 Innovation</b>	Relationship between creativity Innovation and entrepreneurship Barriers to creativity and innovation		
<b>Unit-3 Design Thinking</b>	Process and principles of design thinking Concept of Idea system Importance of empathizing in innovation		
<b>Unit-4 Design Thinking Tools</b>	Design thinking tools Innovation strategies		
<b>Unit – 5 New product develop ment</b>	Application of design thinking New product development role of innovative ideas		
<b>Unit – 6 Applica Tions</b>	Importance and management of knowledge, Application of knowledge management in product development		

<b>Unit – 7 Social Innovation</b>	Social Innovation –concept Gap between actual and real situation in social innovation perspective Understanding social innovation through case studies
<b>Unit – 8 Team Structure</b>	Team structures and their role in Innovation. Establishment of team structures to facilitate the process of innovation.
<b>Learning Resources</b>	
<b>Text Readings:</b>	
1. Shaikh Salim, <b>Business Environment</b> , Pearson Education, 2010	
2. Mark Hirschey, <b>Economics for Managers</b> , Cengage, 2006	
3. Palwar, <b>Economic Environment of Business</b> , PHI, New Delhi, 2009	
4. D.N. Dwivedi, <b>Managerial Economics</b> , Vikas Publishing House, 2009.	
5. <b>Business Environment</b> By Shaikh Saleem, Pearson Education	