

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) MS5E			
Semester II			
Batch 2017-19			
Subject Name	Organizational Behaviour- II	Subject Code	HR- 201C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> To help the students to acquaint them with the field of human behavior. To impart knowledge about various theories associated with group behavior with help of real world cases. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> Understanding different aspects and components of group behaviour. Help describe factors that are responsible to make an individual a part of an effective team. 			
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			Class Room Contact Sessions
UNIT –I Foundations of Group Behavior	1.1 Group- Definition and Types 1.2 Stages of Group development; Models- The five-stage Model 1.3 Group Properties- Roles, Norms, Status, Size, Cohesiveness, Diversity; Group Dynamics 1.4 Group Vs Team; Team- Characteristics; Formation; Types; Creating Effective Teams 1.5 Group Decision Making- Process; Models and Techniques	08	
Unit – II Leadership	2.1- Leadership- Overview; Styles & Trait Theories 2.2- Behavioral Theories- Ohio State Studies; Michigan Studies; and Managerial Grid 2.3- Contingency Theories- Fielder’s Model, Hersey and Blanchard’s Situational Theory; Leader-Member Exchange Theory; Path Goal Theory; Charismatic Leadership 2.4- Role of Leadership in Contemporary Business	12	
Unit -III Conflict	3.1- Understanding Conflict- Nature and Causes 3.2-Transitions in Conflict Thought 3.3- Types of Conflict- Intra-individual; Interpersonal; Intergroup and organizational conflict 3.4- Conflict Process; Conflict Management Techniques; Creating a Positive Organization	06	

Unit – IV Organizational Change and Stress Management	4.1- Managing Change- Forces of Change; Planned Change; Resistance to Change 4.2 Approaches to Managing Change- Lewin’s Three-Step Model; Kotter’s Eight-Step Plan for Implementing Change 4.3- Creating Learning Organization; Workplace Spirituality 4.4- Work Stress- Meaning; Potential Sources; Consequences 4.5 Stress Management- Coping Strategies; Work-Life balance & Work Life Integration ; Well-Being at Workplace	08
Unit -V Organizational Culture	5.1- Understanding Culture- Definition; Types; Functions and Relevance 5.2- Creating and Sustaining Culture 5.3-How Employees Learn Culture 5.4- Creating a Positive Organizational Culture	05
Unit-VI Organizational Structure and Interpersonal Processes	6.1- Organizational structure- Meaning and Significance 6.2 Types of Organizational Designs; Organizational Designs & Employee Behavior; Implications for Managers 6.3- Power- Dynamics, Sources and Power Tactics 6.4-Politics – Definition; Causes & Consequence 6.5- Ethics of Behaving Politically; Sharing Power- Empowerment	06
TOTAL CLASSROOM CONTACT SESSIONS		45
Text Reading: Latest Editions 1.Stephen P. Robbins “ Organizational Behaviour: Concepts, Controversies and Applications, ” New Delhi, Prentice Hall 2. Fred Luthans, “ Organizational Behaviour ”, New York, McGraw Hill. 3. Kavita Singh,” Organizational Behaviour. ” 4. John W. Newstrom and Keith Davis, “ Organizational Behaviour: Human Behaviour at Work ” New Delhi, Tata McGraw Hill.		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2017-19			
Subject Name	HUMAN RESOURCE DEVELOPMENT	Subject Code	HR-202C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> The objectives of this course are to help the students acquire the skills to develop the human resource in the organization. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> Develop necessary knowledge to act as a coach, mentor in the organization. Develop the skills to understand the need of the employees and help them grow in the organization. 			
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			Class Room Contact Sessions
UNIT –I What is Human Resource Development	1.1 Concept and Historical Perspective, 1.2 Elements of Good HRD, 1.3 HRD and Organizational Effectiveness.		06
Unit-2 HRD Systems	2.1 Design and development of HRD processes, systems and Strategies. 2.2 HR Wheel- individual development, Organizational Development and Career Development		08
Unit – 3 Individual Development	3.1 Evolution of Individual Development 3.2 Roles and responsibilities in Individual Development 3.3 competencies in Individual Development 3.4 New Approaches to Individual Development 3.5 Seven laws of Individual Development		08
Unit - 4 Career Development	3.1 Overview 3.2 Career Development Activities 3.3 Individual Component and Career Development activities 3.4 Organizational Component and Career Development activities		06
Unit-5 The HRD	4.1 Role of HRD Manager 4.2 Competencies of HRD Manager		04

Manager	4.3 Characteristics of effective HRD Manager	
Unit-6 HRD Mechanisms	6.1 Training 6.2 Counseling 6.3 Performance Appraisal and Management 6.4 Coaching 6.5 HR Accounting	07
Unit 7 The Benefits and Cost of H.R.D	8.1 The cost and benefit of training, 8.2 Models of cost benefit analysis of training, 8.3 HR Accounting.	03
Unit 8 Future of HRD	9.1 Economic, Political, Sociological and Organizational Factors.	03
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Tapomoy Deb, "Human Resource Development: Theory and Practice", Ane books Pvt. Ltd. New Delhi.
2. Uday Kumar Haldar, "Human Resource Development", Oxford University press.
3. Jerry W. Gilley and Steven A. England, "**Principles of Human Resource Development**", U.S.A, Addison-Wesley.
4. T.V. Rao, "**HRD Audit**", New Delhi, Sage Publications.
5. **Suggested Readings** (Latest Edition)
6. Satish Pai, Ravishanker, Upinder Dhar and B. Pattanayak (Eds), "**HRD Skills for Organizational Excellence**". Mumbai, Himalaya.
7. Ashok Chanda and Shilpa Kabra "**Human Resource Strategies-Architecture for Change**" New Delhi, Response Books.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2017-19			
Subject Name	BUSINESS PROCESS TRANSFORMATION AND HRM	Subject Code	HR-203C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To understand the basic concepts of creativity, quality, BPR and HR Accounting. • To study the role of HR manager in proper management of processes in the organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to know the role of creativity in managing human resource. 2. Understand the role of HR manager in quality function of the organization. 3. Get an idea of concepts like HR Accounting, BPR and teams and their applications in human resource. 			
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			Class Room Contact Sessions
UNIT –I Innovation and Creativity	1.1 Theories of innovation and creativity 1.2 Managing People Side of innovation 1.3 Resistance To innovation 1.4 The Creative Process, Releasing Creativity 1.5 Creative Techniques of Problem Solving 1.6 The Creative Environment, Creative Organization 1.7 Creativity Training 1.8 Introduction to Learning Organizations, Architecture of Learning Organization	08	
Unit-2 Team Building	2.1 Redesigning Work 2.2 Developing Teams, Building Teams Structure and Skills 2.3 Managing Disruption and Conflict, Improving Work Process and Work Flow 2.4 Appraising Team Performance, Leading High Performance Teams	08	
Unit-3 Total Quality Management	3.1 History & Philosophy of TQM, 3.2 Total Quality As A System, 3.3 Step By Step TQM Implementation Process	10	

	3.4 ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification 3.5 Malcolm Baldrige Award Criteria, Deming's Award, Rajiv Gandhi National Quality Award	
Unit- 4 Basic HR issues in Total Quality Management	4.1 Leadership Vision and Continuous Process of Improvement, 4.2 Kaizen 4.3 Performance Appraisal and TQM 4.4 People Capability Maturity Model (PCMM) 4.5 Quality Based HR Practices	08
Unit -5 Business Process Re-Engineering	5.1 Basic Concepts, 5.2 Process Mapping 5.3 Work Flow Mapping 5.4 Effectively Applying BPR in the Organizations	06
Unit-6 Balanced Score Card and HR Score Card	6.1 Lev and Schwartz Model based on Human Resource Accounting 6.2 Human Capital And Accounting.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45

Text Reading: Latest Editions

1. Pradip N. Khandwala, "**Fourth Eye: Excellence Through Creativity**", Wheeler Publishing, New Delhi.
2. Knouse B Stephen, "**Human Resource Management Perspectives on TQM: Concepts and Practices**", Milwaukee Wisconsin, ASQC Quality Press Latest Edition.
3. Bill Creech "**The Five Pillars of TQM**" New York, Truman Talley Books.
4. Lt. Gen. Ahluwalia J. S (Ed.) "**TQM: The Transforming Role of Quality in a Turbulent World**" New Delhi, Tata McGraw Hill.
5. Robert A. Paton and James Mccalman, "**Change Management: A Guide to Effective Implementation**" New Delhi, Response Books.
6. Poornima Charanthimath-**Toatal Quality Management-(Indian Original)Pearson**

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2017-19			
Subject Name	LABOUR LAWS-I	Subject Code	HR-204C
		Total Credits	03
Subject Nature: CORE			
Course Objective:			
<ul style="list-style-type: none"> • The course has been designed to make students aware about the legislative norms related to labour in India. • This course will develop an understanding about the complexities and different dimensions of Industrial Relations and Trade Unions. • It will also impart insight to various International Standards formulated in respect of labour. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. After studying this course the students will be able to deal with legal compliances related to labour workforce in any business organization. 2. The students will be able to liaison with other external agencies for legal matters. 			
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 problems.			
Course Contents			Class Room Contact Sessions
<u>UNIT –I</u> <u>Constitution of India</u>	1.1 Preamble, Fundamental Rights, Directive Principle of State policy, Fundamental Duties, 1.2 Union and State Judiciary, State Liability, Service under the Union and State, 1.3 Freedom of Trade, Commerce and Intercourse, 1.4 Tribunals.		08
<u>Unit-2</u> <u>Labour Jurisprudence and The ILO</u>	2.1 Concept and growth of labour jurisprudence. 2.2 ILO- genesis, aim & Objective. Conventions and Recommendation of ILO and problems in their rectification. 2.3 Concept of Social Justice.		08
<u>Unit-3</u> <u>Industrial Relations</u>	3.1 Genesis, Concept and Emerging patterns. 3.2 Parties to Industrial Relation,		06

	3.3 Different perspective to Industrial Relation and approaches to Industrial Relation.	
Unit- 4 <u>Trade Union</u>	4.1 Concept, Growth and structure. 4.2 Trade Union Movement in India. Position of Trade Union in India-Multiplicity-Recognition of Trade union. 4.3 Role and functions of Trade Union in modern industrial society. 4.4 The Indian Trade Union Act 1926.	10
Unit -5 <u>Factory Legislation</u>	5.1 Growth of Factory Legislation in India. 5.2 Factories Act 1948. 5.3 Industrial Employment (standing Orders) Act, 1946.	08
Unit-6 <u>Legislation Concerning Settlement of Industrial Dispute</u>	6.1 Industrial Dispute Act, 1947	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1. R. C. Chawla and K.C. Garg, “Industrial Law”, Ludhiana, Kalyani Publishers. 2. P.L. Malik, “Industrial Law”, Lucknow, Eastern Book 3. J.K. Bareja, “Industrial Law”, New Delhi, Galgotia Publishing 4. M.Y. Pylee and George Simon, “Industrial Relations and Personnel Management”, New Delhi, Vikas Publishing House. 5. Relations, Trade Unions and Labour Legislation, P.R.N. Sinha, Indubala Singh and Seema Priyadarshini shekhar, Pearson, 2013. 		

concepts	value of money 2.2 Theories of firm – Managerial theory, Beaumol & Williamson. 2.3 Behavioral theories – Simon, Cyret and march	
Unit-3 Supply & demand analysis	3.1 Concept, determinants and Types of demand 3.2 Utility and its types 3.3 Law of diminishing marginal utility 3.4 Demand – functions, law, elasticity and its types 3.5 Demand Forecasting.	09
Unit- 4 Production & cost analysis	4.1 Meaning and concept of Production function 4.2 Isoquant curves and lines, ridge lines, equilibrium production 4.3 Cost – Meaning and its types, cost function and its types 4.4 Economies & diseconomies of scale 4.5 Law of supply	07
Unit -5 Pricing	5.1 Price determination under different competition situations – Perfect, monopoly, monopolistic, oligopoly 5.2 Kinked demand curve, cartel formation, price leadership	06
Unit-6 Profit	6.1 Meaning, types and theories of profit 6.2 Profit planning – Break-even analysis	05
Unit-7 Micro-macro relationship	7.1 circular flow of economic activity 7.2 National Income concepts 7.3 concepts & objectives of private business 7.4 Meaning & Phases of business cycle	06
Unit-8 Concepts & Recent trends (overview only)	8.1 Monetary policy 8.2 fiscal policy 8.3 Foreign trade policy 8.4 exchange rate policy	04
	TOTAL CLASSROOM CONTACT SESSIONS	48

Text Reading: Latest Editions

1. PL Mehta – Managerial Economics, Sultan chand, New delhi
2. Mishra& puri- Micro economics, Himalaya publishing house, New delhi
3. GS gupta: Managerial Economics, Tata Mcgrow hills, New delhi
4. Peterson & Lewis: Managerial economics, Prinston hall of India, New Delhi
5. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
6. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
7. Howard Davis - Managerial Economics, Vikas Publishing, New Delhi
8. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2017-19			
Subject Name	MARKETING MANAGEMENT	Subject Code	HR-206C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Marketing. • The students will be able to plan, design and carry out marketing using the techniques discussed. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get a basic understanding of marketing concepts. 2. Develop skills for marketing. 3. Attain some elementary level of knowledge of sales and marketing. 			
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			Class Room Contact Sessions
UNIT –I Marketing Concepts	1.1 Customer Value and Satisfaction 1.2 Customers Delight 1.3 Conceptualizing Tasks and Philosophies of Marketing Management 1.4 Value chain 1.5 Scanning the Marketing Environment.		07
Unit-2 Market Segmentation, Targeting, Positioning	2.1 Market segmentations 2.2 Levels of market segmentations, patterns, procedures, requirement for effective segmentation 2.3 Evaluating the market segments, selecting the market segments, 2.4 Tools for competitive differentiation 2.5 Developing a positioning strategy 2.6 Marketing Information System		08

	2.7 Marketing Research Process.	
Unit-3 Product Decision	3.1 Objectives, Product classification, 3.2 Product-Mix, 3.3 Product life cycle strategies, 3.4 Introduction and factors contributing the growth of packaging, 3.5 introduction of labeling.	06
Unit- 4 Pricing Decision	4.1 Factors affecting price, 4.2 Pricing methods and strategies.	05
Unit -5 Distribution Decisions	5.1 Importance and Functions of Distribution Channel, 5.2 Considerations in Distribution Channel Decisions, 5.3 Distribution Channel Members.	10
Unit-6 Promotion Decisions	6.1 A view of Communication Process, 6.2 developing effective communication, 6.3 Promotion-Mix elements	05
Unit-7 Emerging Trends in Marketing	7.1 An introduction to Internet Marketing 7.2 Multi level Marketing 7.3 Introduction of CRM & EVENT marketing.	04
	Total Classes	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1. Philip Kotler “Principles of Marketing Management”, New Delhi: Prentice Hall of India. 2. Philip Kotler, “Marketing Management, Planning Analysis and Control”, New Delhi, Pearson Education. 3. William L. Pride and O.C. Ferrell, “Marketing Concepts and Strategies”, Boston: Houghton Mifflin Co. 4. Marketing Management, Rajan Saxena, Tata McGrahill. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2017-19			
Subject Name	RESEARCH METHODOLOGY	Subject Code	HR-207C
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of the course are to equip the students with the concept and methods of Business Research. • The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s). 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Help to get solutions to the problems in the corporate world through research. 2. Develop research papers to understand the intricacies of research. 3. Describe and attain some elementary level of data analysis applicable in research. 			
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			Class Room Contact Sessions
UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India		08
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).		08
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.		06

Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.	06
Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)	12
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.	05
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
<ol style="list-style-type: none"> 1 William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin. 3 Fred N Kerlinger, “Foundations of Behavioural Research”, New Delhi: Surjeet Publications. 4 David Nachmias and Chava Nachmias, “Research Methods in the Social Sciences”, New York: St.Marlia’s Press. 5 C. R. Kothari, “Research Methodology: Methods and techniques”, New Delhi: Vishwa Prakashan. 		

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE)			
Semester II			
Batch 2017-19			
Subject Name	OPERATIONS RESEARCH	Subject Code	HR-208C
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • The objectives of this course are to help the students acquire quantitative tools. • The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Develop models as per the requirements of the practicing managers and to get solutions from them. 2. Describe and attain of decision science skills for the management processes. 			
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			Class Room Contact Sessions
UNIT –I Quantitative Techniques and Operations Research	1.1 Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.	06	
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.	11	
Unit-3 Transportation Model and Assignment Problem	3.1 Transportation Problem as a particular case of LPP Mathematical Formulation 3.2 Initial Basic Feasible Solution, Vogel’s Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 3.3 Assignment Model as a particular case of transportation model,	10	

	3.4 Formulation of assignment problems, Solution of assignment problems using Hungarian Method (Minimization and Maximization).	
Unit- 4 Game Theory	4.1 Introduction to Games 4.2 Maximin and Minimax Principles 4.3 Pure and Mixed Strategies 4.4 Rule of dominance 4.5 Solutions of Games using –Algebraic and Graphical Methods 4.6 Game theory and linear programming	06
Unit -5 Replacement Models	5.1 Introduction and Scope in Management 5.2 Single Equipment Replacement Model and Group Replacement 5.3 Replacement of items which deteriorate with time and items which fails suddenly.	04
Unit-6 Waiting Line Models	6.1 Introduction and Scope in Management Decisions, 6.2 Queuing Models M/M/1 (Infinite and Finite Population), 6.3 Concepts and applications of M/M/C.	06
Unit- 7 Simulation	7.1 Concept of Simulation and its applications.	02
	TOTAL CLASSROOM CONTACT SESSIONS	45
Text Reading: Latest Editions		
1 Haruly M. Wagner, “ Principles of Operations Research with application to managerial decisions ”, New Delhi: Prentice Hall of India Pvt. Ltd.		
2 Hamdy A. Taha, “ Operations Research: An Introduction ”, New Delhi: Prentice Hall of India Pvt. Ltd.		
3 N. D. Vohra. “ Quantitative Techniques ”, New Delhi: Tata McGraw Hill Publications.		
4 V. K. Kapoor, “ Problems and Solutions in Operations Research ”, New Delhi: Sultan Chand and Sons.		
5 P. K. Gupta and D. S. Hira, “ Operations Research ”, New Delhi: Sultan Chand Publications.		