

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya
MBA (Human Resource) Semester 1
Course Scheme**

Code	Course	Type	Credit
MS5E-501	Management Principles and Practices	Compulsory	3
MS5E-503	Quantitative Methods	Compulsory	3
MS5E-505	Business Accounting	Compulsory	3
MS5E-507	IT For Business Applications	Compulsory	3
MS5E-509	Human Resource Management	Compulsory	3
MS5E-511	Business Ethics and Management by Indian Values	Compulsory	3
MS5E-513	Organizational Behaviour – I	Compulsory	3
MS5E-515	Managerial Communication	Electives (Select Any One)	3
MS5E-517	Indian Culture and Heritage		3
MS5E-551	Comprehensive Viva		3 (Virtual)

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) Semester I			
Subject Name	MANAGEMENT PRINCIPLES AND PRACTICES	Subject Code	MS5E-501
		Total Credits	03
Subject Nature: Compulsory			
Course Objective:			
<ol style="list-style-type: none"> 1. To expose the students to basic concepts of management. 2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. 3. To highlight professional challenges that managers face in various organization. 			
Learning Outcome:			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Interpolate various managerial skills, roles, functions and levels. 2. Acquire the knowledge of Management Process, theories and structure. 3. Engage in management functions: Planning, organizing, staffing, directing and controlling 4. Explore role of IT in management functioning. 			
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.			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
UNIT –I Concept of Management	1.1 Nature and Purpose of Management 1.2 Managing: Science or Art? 1.3 The Evolution of Management Thoughts 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.6 System approach to Management Process.		
Unit-2 Planning and Strategies	2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Types, Advantages, Limitations and Steps in Planning 2.4 Objectives, Management by Objectives. 2.5 Strategies, Policies and Planning Premises 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.7 Forecasting 2.8 Decision Making, Models, Managerial decision making process		
Unit-3 Organizing	3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of Management. 3.3 Structure and Process of Organisation. 3.4 Departmentation		

	<p>3.5 Line and Staff Authority, Conflict</p> <p>3.6 Decentralization of Authority and Methods</p> <p>3.7 Delegation of Authority and Kinds</p> <p>3.8 Organization Charts.</p>
Unit- 4 Directing and Staffing	<p>4.1 Concept, Importance and elements of Directing</p> <p>4.2 Direction Process, Principles of effective direction</p> <p>4.3 Definition of Staffing,an overview of Staffing Function,</p> <p>4.4 Knowledge worker</p>
Unit-5 Controlling	<p>5.1Concept and Process of Control, Control Techniques</p> <p>5.2Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control</p> <p>5.3Profit and Loss Control, Control Through Return on Investment</p> <p>5.4Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices,</p> <p>5.5The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool</p>
Unit-6 Contemporary Management Issues and its Challenges	<p>6.1 Cross cultural issues in management-Diversity and the new work force, Organization ethics and social responsibility</p> <p>6.2 New ways of managing the workforce-Neuro managing, Globalization and its complexity</p> <p>6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.</p>
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1.1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India 2.2. Harold Koontz, Heinz Wehrich and Mark V Cannice, 'Management -A global perspective 3.3. P.Subba Rao, Principles of Management, Himalaya Publishing 4.4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill 5.5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001. 6.6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers 7.7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007. 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) SEMESTER I			
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5E-503
		Total Credits	03
Subject Nature: GENERAL ELECTIVE II			
Course Objective:			
<ul style="list-style-type: none"> ● To expose the students to the different statistical tools used by managers for effective decision making. through real life examples and cases 			
Learning Outcome:			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Interpret and Organise the data to get solutions to managerial issues. 2. Attain mathematical and statistical 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.			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
UNIT –I Sets, Functions, and Progressions	1.1. Sets, Functions, and Progressions 1.2 Functions, 1.3 Progressions (with specific applications to compounding and discounting techniques)		
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input / Output analysis.		
Unit-3 Introduction to Statistics	3.1 Introduction to Statistics: 3.2 Introduction to Measurement of Central Tendency 3.3 Introduction to Measurement of Variations 3.4 Role of Statistics in Business Decision Making 3.5 Skewness and Kurtosis		
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their characteristics and applications		
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.		

<p>Unit-6 Time Series</p>	<p>6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Methods of Studying Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations</p>
<p>Unit – 7 Statistical Decision Theory</p>	<p>7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk</p>

Text Reading: Latest Editions

1. J.K. Sharma, “**Mathematics for Management and Computer Applications**”, New Delhi, Galgotia Publication,
2. S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency.
3. Richard I. Levin and D.S. Rubin, “**Statistics for Management**”, New Delhi: Prentice Hall of India.
4. S. P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons.
5. D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand and Sons.
6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “**Fundamentals of Statistics**”, Allahabad: Kitab Mahal.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	MS5E-505
		TOTAL CREDITS	03
SUBJECT NATURE: ABILITY ENHANCEMENT COMPULSORY COURSE			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting, Cost Accounting and Management Accounting			
LEARNING OUTCOME: At the end of the course learners will be able to; 1. Practice accounting systems, basics of accounting, accounting books and preparation of trial balance. 2. Apply methods of accounting to analyze business situations and take decision. 3. Illustrate basics of Cost Accounting and related decision criteria.			
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 consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
NOTE : One case or caselet to be discussed in each unit			
COURSE CONTENTS			
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numerical. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numerical.		
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numerical.		
Unit- 4 Introduction to	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format,		

Cost Accounting	4.2. Preparation of Cost Sheet and Tender including Practical and Numerical.
Unit -5 Standard Costing, Variance Analysis and Budgetary Control	5.1. Meaning of Standard Cost &Variance, Cost Variance – Determination of DirectMaterial Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical. 5.2. Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numerical.
Unit-6 Contemporary Issues in Accounting	7.1. Concept of Inflation Accounting, 7.2. Human Resources Accounting.

Learning Resources:

Text Books: Latest Edition of-

R.L. Gupta, and V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons.

S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi.

S. N.Maheshwari, “**Cost Accounting, Theory and Problems**”, VikasPublications,New Delhi.

Reference Books: Latest Edition of-

S.P. Iyengar, “**Cost Accounting**”, Sultan Chand & Sons.

Robert N. Anthony and James S. Recee, “**Accounting Principles**”, A.I.T.B.S. Pub. and Distributions, New Delhi.

R.P.Rastogi, “**Graded Problems and Solutions in Financial Management**”, Galgotia Publication, New Delhi.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) SEMESTER I			
Subject Name	IT FOR BUSINESS APPLICATION	Subject Code	MS5E-507
		Total Credits	03
Subject Nature: Core			
Course Objective: The objective of this course is to help the student acquire the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.			
Learning Outcome: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Apply Information Technology in business 2. Acquire practical knowledge about MS Word, MS Excel , MS Power point and application and use of Statistical test 3. Use of Management Information System (MIS) at various levels of management 4. Identify with the concepts of Blockchain and Cryptocurrency. 			
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.			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
UNIT –I Introduction to Computers	1.1 Hardware: Input / output devices, storage devices and memory 1.2 Software: System and Application Software, Compilers, Interpreters and Assemblers 1.3 Languages: Levels of languages, generation and their features 1.4 Internet: Concepts & Services, Hardware and software requirements, type of Internet connections 1.5 Operating Systems WINDOWS XP: Basic Operations, utilities and features.		
Unit-2 Application Software (MS-Office)	2.1 MS Word: word basics, formatting text and documents, introduction to mail merge & macros. 2.2 MS Excel: Excel basics, rearranging worksheets, working with graphics, Using worksheet as databases, automating “what-if” projects. 2.3 MS PowerPoint : PowerPoint basics, and important features, creating presentations 2.4 MS Access: Database creation, screen/form design, report generation using wizard (Practical)		
Unit-3 E-Business Mobile and Wireless computing	3.1 E-Business Fundamentals, E-Business framework, E-Business application 3.2 Technology Infrastructure for E-Business. 3.3 Mobile computing framework, wireless technology and switching method 3.4 mobile information access device, mobile computing application		

fundamentals	
Unit- 4 Management Information systems	4.1 Introduction to Management Information systems :Types of MIS, Capabilities, Complements, CCR Framework; Role of manager with respect to IT in an organization 4.2 Elements of Business models, B2B, B2C models 4.3 Type of E-payment, digital token-based e-payment 4.4 smart card, credit card payment systems 4.5 Risk on e-payment, Designing e-payment
Unit -5 Security Environment	5.1 Security Threats, Technology Solutions 5.2 Client-server security, data and message security 5.3 Document security, firewalls 5.4 Ethical Social and Political issues in ecommerce
Unit-6 Inter- organization Business	6.1 EDI application in business 6.2 EDI: legal, security, standardization 6.3 EDI software implementation 6.4 VANs (value added network) Internet based EDI
Unit – 7 Online Marketing Concepts	7.1 Marketing Communication 7.2 Marketing Tools 7.3 Virtual Factory, Strategies for Electronic Business, Making Money on net 7.4 Web portals and portals concepts, Search Engine Optimization
Unit – 8 Blockchain Management and Cryptocurrency	8.1 Introduction to Blockchain and Cryptocurrency 8.2 Blockchain as an Asset and a Business 8.3 Commercial, technical, and public policy fundamentals of blockchain technology, distributed ledgers, and smart contracts 8.4 Current and potential blockchain applications in the financial sector

Book Reference:

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Pearson Education Reprint 2009, New Delhi
3. Laudon and Traver. Ecommerce: Business Technology Society, 4th Edition 2009 Pearson Education, New Delhi
4. Schneider, E-Commerce Strategy technology and implementation, 1st edition, 2008, Cengage Learning, India
5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009
6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House.
7. Daniel Amor, "The E-Business (R) Evolution", PHI Learning, New Delhi,
8. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009
9. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi,
10. Joseph, E-commerce, Indian Perspective, PHI, 3rd Edition, 2009
11. Chaffey, E-Business & E-Commerce Management, 3rd edition, Pearson Edu, 2008
12. Murthy C. S. V., e-Commerce, 2007, Himalaya Publishing House

13. Parag Kulkarni & P.K. Chande, IT Strategy for Business, 1st edition Oxford University Press
14. Sinha and Sinha, Computer Fundamentals, BPB Publications
15. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi
16. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) SEMESTER I			
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code	MS5E-509
		Total Credits	03
Subject Nature: Core			
Course Objective: 1. To make students aware about different functions of human resource management. 2. To develop understanding in students about different terms closely associated with HRM. 3. To provide and incorporate knowledge about possible changes that may affect the overall organization.			
Learning Outcome: At the end of the course students should be able to; 1. assimilate high employee morale and sound human relations by sustaining and improving the various conditions and facilities. 2. execute relevant strategies without disturbing inter-relationships and avoid disputes/conflicts within an organization by smooth transition of changes 3. ponder Employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them 1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organisation.			
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.			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
UNIT –I The field of HRM	1.1 Concept and Functions 1.2 Evolution of Human Resource Management 1.3 Models for excellence 1.4 HRM Models		
Unit-2 HR Policies	2.1 Formulation and Essentials of Sound HR Policies 2.2 Factors Influencing Personnel Policy of the Organisation		
Unit-3 Acquisition of Human Resources	3.1 Job Analysis 3.2 Job Description and Job Specification 3.3 Job Evaluation 3.4 An overview of Recruitment & Selection		
Unit- 4 Development of Human Resources	4.1 Orientation and Induction 4.2 Determining Training Needs 4.3 Overview of Training and Development		
Unit -5 Maintenance of	5.1 Placement Promotion and Transfer 5.2 Performance Appraisal 5.3 Career and Succession Planning		

HumanResources	
Unit-6 Separation processes	6.1 Retirement 6.2 Layoff 6.3 Discharge 6.4 VRS
Unit 7 Research andthe Future	7.1 Current trends, 7.2 Hybrid organization, hybrid work spaces 7.3 Future Challenges for HRM

Text Readings: Latest Editions

1. David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall.
2. Michael Armstrong, "A Handbook of Human Resource Practice", London, Kogan Page.
3. K. Aswathappa (Author) "Human Resource Management: Text & Cases" | 8th Edition McGraw Hill.
4. V.S.P Rao. "Human Resource Management" Taxmann

Suggested Readings

1. William B. Werther Jr. and Keith Davis, "Human Resources and Personnel Management", Singapore, McGraw Hill.
2. P Subba Rao, "Essentials of Human Resource Management and industrial Relations: Text, Cases and Games", Mumbai, Himalaya.
3. Biswajeet Patanayak, "Human Resource Management" New Delhi, Prentice Hall India.
4. Holloway J. Ed., "Performance Measurement and Evaluations", New Delhi, Sage Publications.
5. Guy V. & Mattock J., "The New international Manager", London, Kogan Press.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	MS5E- 511
		Total Credits	03
Subject Nature: VALUE ADDED COURSE			
Course Objectives:			
<ul style="list-style-type: none"> ● To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. ● To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. ● To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course learners will be able to;			
1. Analyse nature and purpose of business ethics and differentiate from corporate social responsibility.			
2. Apply various concepts of Indian ethos and apply in business situation and decision making.			
3. Apply self-management at work place.			
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.			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
UNIT –I Nature and purpose of Ethics, Ethical Norms.	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business		
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics		
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing		
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)		

<p>Unit -5 Sources of Indian Ethos and Management</p>	<p>5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales</p>
<p>Unit-6 Values for Indian Managers</p>	<p>6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management 6.4 Work Ethics & Ethics in Work 6.5 Life Goals or Purusharthas, Professionalism and Karma Yoga 6.6 Management of the Self and Workplace Spirituality.</p>
<p>Unit 7 Models of Motivation and Leadership</p>	<p>7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory</p>
<p>Learning Resources: (latest Editions of the books and material)</p> <ol style="list-style-type: none"> 1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept & Cases, Cengage Learning 3. Velasquez, Business Ethics, Concepts & Cases, PHI 4. Murthy, Business Ethics, Himalaya Publishing House 5. Al Gini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi 7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management- Vedantic Approach, New Delhi, Oxford India Ltd., 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) Semester I			
Subject Name	Organisational Behaviour – I	Subject Code	MS5E-513
		Total Credits	03
Subject Nature: CORE			
<p>Course Objective:</p> <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 individual behaviour with help of real world cases. <p>To help the students to develop cognizance of the importance of human behaviour.</p> <p>To provide the students to analyse specific strategic human resources demands for future action.</p> <p>To enable students to synthesize related information and evaluate options such that they would be able to predict human behaviour and improve results.</p>			
<p>Learning Outcome:</p> <p>At the end of the course students should be able to;</p> <ol style="list-style-type: none"> 1. Students will be able to understand various methods and terms used in behavioral context. 2. Understanding different aspects and components of individual behaviour. 3. Help describe factors that are responsible to make an individual an effective manager. 4. <p>Able to understand Individual Behaviour like attitude, perception, motivation, personality, misbehaviour and emotions.</p> <p>Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.</p>			
<p>Examination scheme:</p> <p>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>			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
UNIT –I Foundations of Individual Behaviour and	<p>OB History and Development; Importance of OB to the field of management.</p> <p>Basic behavioral Processes</p> <p>Factors affecting individual behaviour - personal, environmental and organizational</p>		

OB	<p><u>Individual Diversity: Biographical & Demographical Characteristics</u> Relationship between management, and organisational behaviour Individual and Organizations</p> <p>Definition, need and importance of organizational behavior Nature and scope of OB Hawthorne experiments, Contributing Disciplines to the field of OB Managerial Functions, Roles, and Skill Developing OB model- New challenges and Opportunities for OB Manager limitations of OB</p>
Unit-2 Learning and Personality	<p>Difference between Information Processing and Learning Learning and Learning Theories(Classical Conditioning, Operant conditioning, Social Cognitive)</p> <p>Management Intervention in learning Personality — Concept, Determinants, and theories (Trait, Psycho analytic, Psycho Social, Behavioral, Social), Personaility Attributes influencing OB Personality and managerial Effectiveness Individual Difference Matching Personality and Jobs Personality and Organizational Behaviour</p>
Unit-3 Perception and Individual Decision Making	<p>3.1 Perception – Meaning and concept of perception, Process of Perception , Factors affecting Perception and Cognitive Dissonance theory. 3.2 Individual Decision Making</p>
Unit- 4 Values Attitudes and Job Satisfaction	<p>4.1 Values, Value System, Source and importance of values, Types of values 4.2 Attitudes 4.3 Job Satisfaction,</p>
Unit -5 Motivation	<p>5.1 Concepts and Applications of Motivation Process of motivation Classification of Motive Primary, General Motives and Secondary Motives 5.2 Theories - Maslow’s Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, McGregor Theory X and Y, Theory Z, Vroom's Expectancy theory 5.3 Behaviour Modification. Motivational Techniques</p>
Unit-6 Emotions and Moods	<p>6.1 Understanding Emotions at Workplace 6.2 Managing Emotions Emotions and moods. Emotions: Emotional Labour, Emotional Intelligence,</p>

<p>Stress and Employee well being</p>	<p>Interpersonal Skills in the Workplace: Examples and Importance</p> <p>Stress, Work Stressors, Prevention and Management of stress, Stress reduction techniques</p> <p>Employee well being : Enhancing well-being at work, Balancing work and Life,</p> <p>NLP Test, Positive psychology at work place</p> <p>Impact of technology on organizational behavior</p>
	<p>TOTAL CLASSROOM CONTACT SESSIONS</p>
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 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. 	

Teaching Pedagogy

- Group Discussion
- PPT
- Role Play
- Small group formation and discussion
- Mini projects
- Team Projects
- Seminars
- Assignment
- Management Games
- Quiz / Test
- Case Analysis/Case Simulation
- Presentation / Case presentation
- Mock Exam
- Pre and Post test
- Research Based Activities: Article Review / Book review /Current news related to OB and HR
- Psychometric test conduction
- Modern classroom teaching methods
- Live project based learning workshop

- Students will be divided into groups of four to five members. The group's task will be to use concepts from the course to identify, analyze, and develop a plan for resolving a key problem that an organization is facing. The goal of this assignment is to analyze and apply OB concepts in a real organization.
- The key elements of motivation are intensity, direction and persistence. Based on these elements various motivation theory have been proposed. Compare the application of different motivational theories within the identified local organization to study using interviews, observations, and/or surveys.
- Conducting personality test in the class which organizations use for job applicants
- Based on learning of the concept of perception, conduct a study among managers in an organization to find out the impact of perceptual errors on perceptual interpretation.
- Study the various sources of stress across different levels in an organization. Identify individual and organizational strategies adopted to cope with stress. Suggest changes that could be brought into handle the stress more effectively in the organization.
- Stress Management: Workshop on Stress Management and importance of Yoga and Meditation for mental health
- Creating statements for identifying the Personality Factors in an employee
- Measurement of attitude, Forming strategies for attitude change of the employee
- Group Discussion at how organizations create jobs that are meaningful to employees
- Team Projects on how employees be motivated to achieve higher levels of performance
- Assignment on how do attributions for people's behaviours influence decision making
- Group Discussion how can organisations encourage creativity and innovation in their workforce

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
MBA (HUMAN RESOURCE) SEMESTER 1			
Subject Code	MANGERIAL COMMUNICATION	Subject Code	MS5E-515
Subject Nature	Core		
Course Objective: The objective of the course is to create awareness and sensitize management students towards the significance of effective communication skills and its role in business and to sensitize the students towards the imperative need for developing interpersonal and group communication and enable them to overcome the challenges in effective communication.			
Learning Outcomes: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Reflect upon various communication styles and process. 2. Examine key concepts of communication theory and practices including: verbal, nonverbal communication, communication barriers, listening skills, feedback, persuasive communication methods. 3. Design and deliver compelling presentations and speeches. 			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
Unit	Content		
Unit 1: Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		
Unit 2: Verbal and Non-Verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively		
Unit 3 Presentations, Interviews, Group Discussions and Business Meetings	3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume' 3.7 Types of interviews		

	<p>3.8 Preparation for an interview</p> <p>3.9 Do's and don'ts during an interview</p> <p>3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion</p> <p>3.12 Meetings in business and its types</p> <p>3.13 Notice and agenda</p> <p>3.14 Minutes of a meeting</p> <p>3.15 Mannerisms, etiquettes and assertiveness in oral communication</p>
Unit 4 Business Writing	<p>4.1 Types of business letters</p> <p>4.2 Structure and format of letters</p> <p>4.3 Memorandums and circulars</p> <p>4.4.e-mails</p> <p>4.5 Text messaging</p> <p>4.6 Report writing</p> <p>4.7 Importance of written communication</p> <p>4.8 Appropriate tone in business writing</p>
Unit 5 Negotiation Skills	<p>5.1 Need for negotiation</p> <p>5.2 Process of negotiation</p> <p>5.3 Barriers to negotiation and how to overcome them</p>
Unit 6 Issues in Communication	<p>6.1 Handling diversity (gender, culture, ethnicity, etc.)</p> <p>6.2 Tolerance and acceptance of diversity</p> <p>6.3 Emotional intelligence and its impact on communication</p> <p>6.4 Social intelligence and its impact on communication</p> <p>6.5 Ethics in communication.</p>
<p>Learning Resources:</p> <p>Text Books: M.Raman and P.Singh, Business Communication, latest edition, Oxford University Press, India.</p> <p>Reference Books: William V. Ruch, Business Communication, Maxwell Macmillan, New York. LaniArredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M. E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>	

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
MBA (HUMAN RESOURCE) SEMESTER 1			
Subject Code	INDIAN CULTURE AND HERITAGE	Subject Code	MS5E-517
Subject Nature	CORE		
Course Objective:			
<ul style="list-style-type: none"> To expose the students to the different functions performed by managers, the roles they have to perform for those functions, and the knowledge and skills they have to develop for the roles through real life examples and cases; To provide the necessary foundation of Indian Culture and Heritage. 			
Learning Outcome:			
At the end of the course students should be able to;			
1. Understand background of our religion, customs institutions, administration and so on and the present existing social, political, religious and economic conditions of the people and Analyze relationship between the past and the present is lively presented in the history.			
2. Develop practical skills helpful in the study and understanding of historical events.			
3. The study of heritage and Culture helps to impart moral education.			
4. History installs the feeling of patriotism in the hearts of the pupils.			
Examination Scheme: The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
NOTE : One case or caselet to be discussed in each unit			
Course Contents			
Unit	Content		
Unit 1 :	The pre-historic period- Indus Valley Civilization Source of Information, Vedic Period - Early and Later Vedic period. The Epic Age. Jainism, Teaching & Principles of Jainism, Contribution of Jainism to Indian Culture. Buddhism- Rise and Growth, Doctrines of Buddhism.		
Unit 2 :	History of Medieval India 1206 - 1526 A.O. Rise of Turks, causes of Success of Arab invasion and its impact, Slave Dynasty, Khaliji Dynasty, Tughlaq Dynasty, Sayyid Dynasty, Lodhi Dynasty. Moghuls. Babur, Humayun, Akbar, Jahangir, Aurangzeb.		
Unit 3 :	Culture : Meaning and Components Definition of Culture Concept of Culture (Sanskriti) in India; Characteristics of Culture – Culture is Universal, Dynamic Nature of Culture, Culture is Acquired and Learned, Culture includes both material and non-material components Emergence of Culture – Evolution of Culture, Savagery, Barbarism, Pastoral, Agricultural, Industrialization Meaning of Civilization – Variation in Civilization, Culture and Civilization, Culture and Heritage.		

Unit 4 :	Salient Features of Indian Culture Indian Concept of Culture Salient Features of Indian Culture – Spirituality, Universality, Unity in Diversity, Scientific Outlook, Theory of Karma, Love for Nature, Reverence for Women, Value Based Society Towards Synthesis of Cultures.
Unit 5:	UNESCO Objective and Mission, world heritage sites goals, Criteria, Type and Signification, world heritage sites making process and Law, world heritage sites in India and Nominations.
Unit 6 :	Social and religious reforms movement in India- Brahma Samaj, Arya Samaj, Ramakrishna Mission, Economic, political, religious and social development post Independence. Establishment of British Rule in India: Strategies of Britishers. Indian Democracy: Concept, contribution of different political parties for the development of India
<p>Reference books: Themes of Indian History- Part 1, 2, 3 - NCERT (2013)</p> <ul style="list-style-type: none"> • Basham. A.L. (2004), The wonder that was India, Picador; Indian ed edition. • Chandra Satish (2007), A History of Medieval India, Orient Black Swan • Chandra Bipin (2009), History of Modern India, Orient BlackSwan. • Bipin Chandra (2000), India Since Independence, Penguin India. <ul style="list-style-type: none"> • Web side of UNESCO 	