Institute of Management Sciences

University of Lucknow

Course Structure

2 Years Full-Time Masters Degree

Program in Management

MBA (Human Resource)

(To be effective from the session 2023-2024)

PREAMBLE

The reorganization and revision of the curriculum for the Institute of Management Sciences (IMS) has been developed keeping in view the needs of current industry in terms of skill sets being sought in the new business environments. It also seeks to align the program structure and curriculum in accordance with students aspirations and corporate expectations.

A regular review of the Choice Based Credit System will help students to growwith their career dimensions and also to develop better understanding for the requisite industry aspirations. The course restructuring deals with PG program 1st and 2nd year comprising of four semesters. The course redesign will surely motivatestudents to be successful managers as well as guide to become a successful entrepreneur.

Need for Revision and Restructure

- The Current Scenario Changing global facets of businesses and economies.
- Dynamism in industry practices and evolution of technology.
- Emergence of new businesses and business practices.
- Thrust on Application oriented and experiential learning.
- Expectations of Key stakeholders viz. students, industry and academician.

Programme Objectives

MBA (HR) programme intends to prepare and develop trained manpower required to handle various roles & responsibilities in the field of Human Resource Management & Industrial Relations. Students are given comprehensive knowledge of various dimensions in the field through classroom teaching, training and Industrial visits. The programme gives special kind of attitudinal and behavioural orientation so that the professionals can aptly handle and carefully manage the complex and delicate human resources.

Programme Specific Outcome

The programme enables the students to:

- Integrate theory and practice to analyse strategic issues in HR and propose alternative for solution.
- Apply legal insights of Industrial Relation and related laws in managing employment relation issues.
- Develop and implement HR interventions and systems aligned to the organization strategy.
- Demonstrate proficiency in communication and interpersonal skills for managing people.
- Equip the potential managers with understanding of psychological make-up of personnel working in an organization with a view to promote positive culture.

Course Structure
(To be effective from the session 2023-2024)
MBA (Human Resource)

Paper Code	Name of the Subject	Credit	Remarks
	Semester - I		
IMS (CC)-101	Principles of Management	**04**	**Core Course**
IMS (CC)-102	Quantitative Techniques for Business	**04**	**Core Course**
IMS (CC)-103	Financial and Management Accounting	**04**	**Core Course**
IMS (CC)-104	Marketing Management	**04**	**Core Course**
IMS (CC)-105	Managerial Economics	**04**	**Core Course**
IMS (VC)-101	Human Resource Management	**04**	**Value added course (Credited)**
IMS (FNC)-111	Information Technology Skills (IT Skills)	**00**	**Foundation Course (Non-Credited)**
	Semester Total	**24**	
	Semester - II		
IMS (CC)-201	Organisational Behaviour	**04**	**Core Course**
IMS (CC)-202	Financial Management	**04**	**Core Course**
IMS (CC)-203	Legal Aspects and Business Environment	**04**	**Core Course**
IMS (CC)-204	Production and OperationsManagement	**04**	**Core Course**
IMS (CC)-205	Research Methods for Business	**04**	**Core Course**
IMS (CC)-206	Management Information Systems	**04**	**Core Course**
IMS (VNC)-201	Business Ethics and Corporate Governance	**00**	**Value added course (Non-Credited)**
	Semester Total	**24**	
	Semester - III		
IMS (CC)-301	Innovation and Entrepreneurship /MOOCs	**04**	**Core Course**
IMS (HR) 301	Organisational Design, Development and Change	**04**	**Core Course Domain**
HR (EL)-301A	Labour Welfare and Social Security		**Elective (Choose Any Two)**
HR (EL)-301B	Human Resource Training and Development		
HR (EL)-301C	Managerial Psychology and Stress Management	**08**	
HR (EL)-301D	Compensation and Reward Management		
IMS (IN)-301	Summer Internship Project	**04**	**Summer Internship**
IMS (ID)-301A	Business Analytics	**04**	**Inter-Departmental Course**
IMS (ID)-301B	Inter-Departmental Course		
IMS (FL)-333	Foreign Language (French/German)	**00**	**Foreign Language (French/German) (Non-Credit Course)**
	Semester Total	**24**	
	Semester-IV		
IMS (CC)-401	Strategic Management/ MOOCs	**04**	**Core Course**
IMS (HR) -401	Industrial Relations and Trade Unionism	**04**	**Core Course Domain**
HR (EL)-401A	International Human Resource Management		**Elective (Choose Any Two)**
HR (EL)-401B	Organizational Leadership, Conflict Resolution and Team Building	**08**	
HR (EL)-401C	Talent Management and Competency Mapping		
HR (EL)-401D	Performance Management and HR Audit		
IMS (MT)-401	Master Thesis/ Dissertation	**04**	**Master Thesis/ Dissertation**
IMS (ID)-401A	Artificial Intelligence in Business	**04**	**Intra-Departmental Course**
IMS (ID)-401B	Intra-Departmental Course		
	Semester Total	**24**	
	GRAND TOTAL	**96**	

Detailed Course Outline

Semester - I

Paper Code	Name of the Subject	Credit	Remarks	Marks		
				Theory/ External	Internal Assessment	Total
IMS(CC)-101	Principles of Management	04	Core Course	70	30	100
IMS(CC)-102	Quantitative Techniquesfor Business	04	Core Course	70	30	100
IMS(CC)-103	Financial and ManagementAccounting	04	Core Course	70	30	100
IMS(CC)-104	Marketing Management	04	Core Course	70	30	100
IMS(CC)-105	Managerial Economics	04	Core Course	70	30	100
IMS(VC)-101	Human Resource Management	04	Value Added Course (Credited)	70	30	100
IMS(FNC)-111	Information Technology Skills (IT Skills)	00	Foundation Course (Non-Credited)	70	30	100
	Semester Total	**24**		**420**	**180**	**600**

IMS(CC)-101: PRINCIPLES OF MANAGEMENT

Course Objective: The objective of this course is to introduce the students to the intricacies of management. It elaborates on the various theories, principles, skills, functions and significance of management in today's global era.

Learning Outcomes: Students incorporate managerial knowledge and skills after attendingthis course. They develop the competencies to implement these in the real business world.

Unit I
Management: Concept, Nature & Importance; Managerial Roles & Skills; Levels of Management; Principles of Management; Management Process. Classical theories-Taylor Scientific Management, Fayol's Administrative Management, Bureaucracy. Neo classical theories-Hawthorne Experiment & Human relations Approach; System approach; Social System Approach; Decision Theory Approach; Behavior Science Approach; Contingency theory; McKinsey-7-S theory; Quantitative Approach.

Unit II
Nature, Scope, Objectives and Significance of Planning; Types of Planning; Process ofPlanning; Barriers to Effective Planning; Planning Premises and Forecasting; Decision Making- Conditions of Certainty, Risk and Uncertainty, Bounded rationality (Herbert Simon); Management By Objective; Management Information System.

Unit III
Concept of Organizing; Organization Theories; Formal & Informal Organizations; Forms of Formal Organizational Structure; Departmentation; Span of Management; Authority,Responsibility and Accountability; Power; Delegation, Centralization & Decentralization.

Unit IV
Concepts and significance of Staffing, Direction & Supervision. Types & importance of Control; Techniques of control; Management by Exception; Co-ordination: Essence of management; Coordination Vs. Co-operation; Types of coordination; Techniques ofcoordination.

Unit V
Forms of Business Organizations; Company and its various forms; Formation of a company; Memorandum of Association; Articles of Association; Prospectus; Shares and Share Capital; Promoters, Trusts & Societies; Issues of Consumer Protection.

Suggested Readings:
- *Stoner, Freeman & Gilbert Jr (2011); Principle & Practice of Management inBusiness; Prentice Hall of India; 6th Edition.*
- *Koontz H., Weihrich H. (2009) ; Principles of Management; Tata McGraw Hill; 8thEdition.*
- *Robbins, Decenzo David & Coulter (2012); Fundamental of Management; PrenticeHall of India; 8th Edition.*
- *Williams C (2009) Principles of Management; South-Western/Cengage Learning; 5thEdition.*
- *Weihrich Heinz and Koontz Harold (2013); Management: A Global, Innovative, and Entrepreneurial Perspective; McGraw Hill; 14th Edition.*
- *Andrew Leigh (2012); The Essentials of Management: Everything you need to succeedas a new manager; Pearson UK; 2nd Edition.*

IMS(CC)-102: QUANTITATIVE TECHNIQUES FOR BUSINESS

Course Objective: The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.

Learning Outcomes: On completion of this course, the students will be able to understand various quantitative statistical methods. Understand data and draw inference from data, Calculate and interpret statistical values by using statistical tool & demonstrate an abilityto apply various statistical tools to solve business problems.

Unit-I
Introduction to Statistics: Basic concepts, Classification & Tabulation, Data measurement, Uses of Statistics in business. Descriptive Statistics: Measure of Central Tendency - Mean, Median, Mode, Percentiles, Quartiles.

Unit-II
Measures of Variation: Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation. Measures of Association Correlation: Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation.

Unit-III
Simple Regression Analysis: Introduction to regression analysis, regression lines, Coefficient of Determination & Estimation, Develop Trend line Probability: Introduction, Methods of assigning probabilities, Structure of probability, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem

Unit-IV

Analysis of Categorical Data: Chi–Square- Test of Independence, Test of Goodness of Fit. Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution

Unit-V

Introduction to Matrices: Types of Matrices, Matrix Operations-Addition, Subtraction & Multiplication of Matrices, Adjoint and Inverse of a Matrix, Solving Linear Equations using Matrix Method, Business Applications of Matrices.

Suggested Readings:
- *Levin &Rubins, (2017) Statistics for Business, Prentice Hall of India, 8th Edition, N.Delhi.*
- *Bhardwaj, R.S.(2009) Business Statistics, Excel Books,2nd edition.*
- *Gupta,S.C. &Kapoor VK, (2002) Fundamentals of Mathematical Statistics, Sultan Chand& Sons Reprint Edition.*
- *Arulmozhi ,G. and Muthulakshmi ,S(2009),Statistics for Management, The McGraw-Hill Education, ISBN: 9780070153684.*
- *Medhi,J.(2013),Statistical Methods-An Introductory Text,New Age International Publishers, ISBN: 978-81-224-1957-3.*

IMS(CC)-103: FINANCIAL AND MANAGEMENT ACCOUNTING

Course Objective: The basic objective of this course is to enable the students to learn, explainand integrate the fundamental concepts, principles and techniques of accounting.

Learning Outcomes: Successful Application of financial and accounting information forplanning decision-making and control in real business situations

Unit I
Introduction to Accounting -Basic Concepts, Purpose, Importance, Scope and Limitations of Accounting Users of Accounting, Information, Generally Accepted Accounting Principles (GAAP) and Accounting Standards (AS), International Financial Reporting Standards (IFRS)–need and significance. Ethical Dimensions in Reporting of Accounting Information

Unit II
Financial Statements Preparation and Analysis- Preparation of Income Statements and Balance Sheet, Contents of Corporate Annual Reports, Financial Statement Analysis – Ratio Analysis,Trend Analysis

Unit III
Preparation of Cash Flow Statement, Direct Method-Cash Flow from Operating, Investing and Financing Activities; Indirect Method of Preparing Cash Flow Statement Reconciliation of Net Income to Net Cash Provided by Operations,

Unit IV
Costing Techniques- Introduction to Costs and Costs Behaviour, Absorption and marginal costing, Applications of marginal costing techniques in managerial decision making

Unit V
Accounting for Planning and Control- Budgets and Budgetary Control, Various Types of Operating Budgets, and Financial Budgets, Flexible Budgeting, Rolling Budget and Zero Based Budgeting Variance Analysis, Management Control System and Responsibility Accounting.

Suggested Readings:
- *Khan, M. Y., & Jain, P. K. (2006). Management Accounting, McGraw-Hill Education, 4th Edition.*
- *Ananthanrayanan, P.S. (2014). Management Accounting, Oxford Publication.*
- *Larson, Kermit D., & Miller, Paul B. W. (1994) Financial Accounting, McGraw-Hill Education*
- *Narayanaswamy, R. (2014). Financial Accounting: A Managerial Perspective, PrenticeHall India, 6th Edition.*
- *Maheshwari, S.N., Maheshwari, S.K. &Maheshwari, S.K. (2018), Financial Accounting,Vikas Publishing, 6th Edition.*

IMS(CC)-104: MARKETING MANAGEMENT

Course Objective: The course seeks to familiarize the students with marketing principles and theories and develop an understanding of their practical applications in the contemporary business environment. The students would understand that companies are now customer-and-market driven. Segmentation, targeting and positioning are the basic fundamentals involved in value creation, delivery and promotion.

Learning Outcomes: The students will grasp how the concept of marketing is changing withtimes and companies are developing newer forms of communication as well as strategies to leverage on their understanding of customers.

Unit I:
Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Marketing, Core Concepts of Marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery.

Unit II:
Marketing Plan and Strategy, Ansoff Market Expansion Grid, BCG Matrix, Role of Technology in Marketing, Environmental Variables of Marketing, Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy.

Unit III:
Consumer and Business Markets, Product Classification, Product life cycle – stages and strategies, Product Differentiation, Developing Pricing Strategies and Programs, Adapting thePrice, Pricing techniques for Promotion, Responding to Price Changes.

Unit IV:
Dealing with Competition, Role of Marketing Channels, Channel levels, Channel Design Decision and Managing Channel Conflict.

Unit V:
Characteristics of Marketing Communication Mix, Integrated Marketing Communication, Macro Models of Communication, Micro Models of Consumer Response, Communication Objectives, Personal and Non-Personal Communication Channels, New Forms of Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends in marketing.

Suggested Readings:
* *Kotler, P., & Keller, K., Koshi, A. &Jha,(2012) M. Marketing Management: South Asian Perspective ,Pearson(14th edition.).*
* *Rama0swamy, V.S., &Namakumari, S. (2018), Marketing Management: Global Perspective Indian Context Sage Pub.(6th edition.).*
* *Grewal, D., Levy,(2016) M. Marketing McGrawHill(5th edition.).*
* *Saxena, Rajan.(2009) Marketing Management McGraw Hill (6th edition).*
* *Dutta, Debraj&Dutta, Mahua,(2011) Marketing Management., Vrinda Publication,(2nd Edition)*
* *Kamal Y. (2020), Marketing Management, NRBC, (1st Edition).*

IMS(CC)-105: MANAGERIAL ECONOMICS

Course Objective: The objective of this course is to acquaint the students with insights of Economic Theory as used in managerial decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Learning Outcomes: Managerial Economics provides the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. The course will help the students strengthen the foundations of analytical approach to Managerial decision-making and understand the economic behaviour of several economic agents including a single firm. They will be exposed to the economic underpinnings of consumer behaviour and also understand the production functions facing firms. They should be able to analyse various market structures and the strategic behaviour of firms as regards pricing and output decisions.Students will also learn how the changing Macroeconomic environment impacts the prospectsof various businesses.

Unit I:
Nature and Scope of Managerial Economics, Demand-Supply Framework, Elasticity types and applications, Demand Forecasting, Marginal Analysis and Optimization.

Unit II:
Analysis of Production Function, Theory of Cost, Law of Variable Proportion, Laws of Returnsto Scale, Economies of Scope, Optimal Combination of Inputs,

Unit III:
Managerial Theories and Goal(s) of a Firm; Information Economics and its Business Applications, Environmental Economics.

Unit IV:
Market Structures and Strategic Behavior of Firms, Pricing and out-put strategies in different Market Structures, Price Discrimination, Game Theory Applications.

Unit V:
National Income Analysis, Theories of Inflation and Deflation, Theories of BusinessCycles and Stabilization Policies, Monetary Policy, Fiscal Policy and the Budget.

Suggested Readings:
- *Thomas & Maurice (2016); Managerial Economics; McGraw-Hill. 8th Edition.*
- *Salvatore & Rastogi (2016); Managerial Economics:Principles & Worldwide Applications; Oxford University Press, 8th Edition.*
- *J.V. Vaishampayam (2008); Managerial Economics; NRBC, 1ˢᵗ Edition.*
- *A Koutsoyiannis (2003); Modern Microeconomics; Palgrave MacMillan, 2nd Edition.*
- *G S Gupta (2017); Managerial Economics; McGraw Hill Education, 2ⁿᵈ Edition.*

IMS(VC)-101: HUMAN RESOURCE MANAGEMENT

Course Objective: To develop student competency on theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires, rewards, motivates, and manages its people effectively.

Learning Outcomes: On completion of the course the student should be able to understand the importance of human resources (HR) in organization, link organization strategy with human resource practices in an organization, learn the techniques of HR practices and its implementation aspects to motivate employees for performance and their retention and to learn the implementation of HR practices thorough discussion of real examples with case studies.

Unit I:
Introduction to Human Resource Management (HRM), Evolution of HRM, Trends shaping HRM, Strategic Human Resource Management, HRM Models-Harvard model, Guest model, Ulrich's HR model, AMO framework, Line and Staff aspects of HRM.

Unit II:
Job Analysis- process and methods, Job Description, Job Specification, Human Resource Planning and Forecasting, Employee Recruitment- Sources, Application Forms, Employee Selection- Types of Tests, Management Assessment Centers, Types of Interviews, Placement.

Unit III:
Employee Orientation- Purpose, Process, Training Process- Analysing the training need & designing the training program, implementation and evaluation of training program, Management Development Programs, Employer Life-cycle Career Management- Promotion, Transfers, Retirements, Career Planning, Talent Management.

Unit IV:
Concept of Performance Management and Appraisal, Techniques for Appraising Performance, Appraisal related Problems, Appraisal Interview, Succession Planning Factors in determiningpay rates, Process of establishing Pay rates- Salary survey, Job Evaluation, Pricing Managerialand Professional Jobs, Competency-Based Pay, Variable Pay, Employee Incentives, Benefits.

Unit V:
Employee Relations: Concept and Types of Employment Relationship, Industrial relations, Collective bargaining, Psychological Contract, Ethical behaviour at work, Employee well- being.

Suggested Readings:
- *Dessler, G. &Varkkey, B. (2015); Human Resource Management; New Delhi: Pearson;14ᵗʰ Edition.*
- *Armstrong, M. & S. Taylor. (2017); Armstrong's Handbook of Human ResourceManagement Practic;e London: Kogan Page; 14ᵗʰ Edition.*
- *Aswathappa, K. (2010); Human Resource and Personnel Management; Tata McGraw-Hill Education; 6ᵗʰ v*
- *Rao, P. S., & Rao, V. S. P. (2009); Personnel and Human Resource Management;Himalaya Publishing House; 5ᵗʰ Edition.*
- *Bernardin, John H. (2012); Human Resource Management; McGraw Hill; 6ᵗʰ Edition.*

IMS(FNC)-111: INFORMATION TECHNOLOGY SKILLS (IT Skills)

Course Objective: This course has been designed to impart basic IT skills required for a business executive. It provides students with an overview of the business application software and problem-solving using that software. Topics include computer systems, microcomputer operating systems, word processing, electronic spreadsheets, business graphics, networks, database management, and integrated packages. Industry accepted office software will be used.

Learning Outcomes: Students acquire skills of using end-user software for communication, data transformation, collaboration, and problem-solving. They also acquire understanding of software and hardware components, information structures, basic business processes, information system security, and networks.

Unit I:
Computer Systems -An Introduction, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs. Operating system – Basics, functions and types., Concepts of Networking and Data Communication. Basics and Features of Internet. Methods of Accessing the Internet, Handling Graphics and Multimedia,

Unit II:
Text processing software: creating and saving a document, previewing and printing a document, editing, proofreading and formatting of documents. Presenting information in columns and tables, using graphics, symbols, diagrams and charts. Creating and modifying table of contents, index, bookmarks, cross references, hyperlinks, foot notes, end notes and bibliography. Crating form letters, e-mail messages and labels. Collaborating using tracking ofchanges, adding and reviewing comments, comparing and merging documents, password protecting of documents. Creating documents in alternate formats.

Unit III:
Presentation software: Creating and managing slides and presentation, entering and editing content on slides, presenting content in tables, inserting, creating and managing graphics, adding sound and animation to slides, reviewing, preparing and delivering presentation,customizing and sharing presentations.

Unit IV:

Spreadsheet Software: Creating workbooks, working with data and tables, formatting and changing workbook appearance, managing and hiding worksheet data, ordering and summarizing data, combining data from multiple sources, creating charts and graphs,

Unit V:

Performing calculations using Formulas and Functions, analysing alternate data sets, creating dynamic worksheets, printing worksheets and charts. Automating repetitive tasks, using workbooks for collaborative working. Performing business intelligence analysis.

Suggested Readings:

* *Peter Norton, (2008), Introduction to computers, 9th reprint Edi. (Tata Mcgraw Hill)*
* *Leon   Alexis, Introduction to computers 1st edition, (Vikas Publishing),   ISBN:9788182092341*
* *Saxena S.& Chopra P.(2006) Computer Application in Management, Vikas Publication*
* *Gupta Vikas,(2008) 14 in one computer course kit, Dreamtech Publication*
* *Tannenbaum,(2013) computer networks, 5e, PHI publication*

Semester II

Paper Code	Name of the Subject	Credits	Remarks	Theory/ External	Internal Assessment	Total
IMS(CC)-201	Organisational Behaviour	04	Core Course	70	30	100
IMS(CC)-202	Financial Management	04	Core Course	70	30	100
IMS(CC)-203	Legal Aspects and Business Environment	04	Core Course	70	30	100
IMS(CC)-204	Production and Operations Management	04	Core Course	70	30	100
IMS(CC)-205	Research Methods for Business	04	Core Course	70	30	100
IMS(CC)-206	Management Information Systems	04	Core Course	70	30	100
IMS(VNC)-201	Business Ethics and Corporate Governance	00	Value added course (Non- Credited)	70	30	100
	Semester Total	**24**		**420**	**180**	**600**

IMS(CC)-201: ORGANISATIONAL BEHAVIOUR

Course Objective: The objective of this paper is to help the students understand howindividuals, groups and structure interact to influence behaviour of people working in an organization.

Learning Outcomes: Students are expected to develop an understanding of their own perceptions, attitudes and behaviours as well as of those expected from an OB Manager. They are expected to develop comprehensive understanding of interplay among human nature, group dynamics, technology and organizational environment and its implications on organizational performance.

Unit I
Introduction to OB: Meaning and Nature of Organisational Behaviour, OB as an Interdisciplinary Subject, Significance of OB for Managers, OB as an Open System, Robbin'sModel of OB, Changing Context, Challenges for an OB Manager.

Unit II
Perception: Meaning, Significance of Perception for Understanding Human Behaviour, Factors Influencing Perception, Attribution Theory. Attitude: Meaning, Concept, Significance ofattitude for Understanding Human Behaviour, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance theory, Attitude Change, Learning: Concept,Learning Theories: Classical, Operant, Social, Learning, OB Modification, Steps in OBModification Process.

Unit III
Motivation: Motivation and Goal Directed Nature of Human Behaviour, Process, Theories of Motivation, Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X, Y and Z, Work Redesign for Creating Motivating Job, Applications of Motivation. Meaning, Functionsand Types of Group, Reasons for Joining Group, Stages of Group Development, Characteristics, Advantages, and Disadvantages of Informal Groups.

Unit IV:

Concept of Group Dynamics, Group Norms, Group Cohesiveness, Group Shift and Group Decision Making Techniques, Conflict, Dysfunctional Groups, Groups vs. Team, Types of Team, Concept of Leadership, Fiedler's Contingency Model, Hershey and Blanchard's Model, Transactional and Transformation Leadership.

Unit V:

Organizational Conflict: Reasons, Consequences and Handling. Organisational Culture: Concept, Forming, Sustaining and Changing a Culture, OCTAPACE Model, Hofstede Model, Organisational Change: Forces of Change, Resistance to Change, Change Model-Lewin's model. Case Studies: Some cases of real business world to supplement learning from the course.

Suggested Readings:
- *Robbins, Judge, and Vohra (2013); Organizational Behavior; Prentice Hall Inc.; 15th Edition.*
- *Fred, Luthans (2005); Organisational Behavior; UK: McGraw Hill; 10th Edition.*
- *G, Moorhead & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.*
- *Newstrom J (2007); OB: Human Behaviour at Work. McGraw Hill Inc.; 12th Edition.*
- *PareekUdai (2016); Understanding Organizational Behaviour; Oxford University Press; 4th Edition.*
- *Rao, V.S.P. (2009); OrganisationBehaviour; Excel Book.*

IMS(CC)-202: FINANCIAL MANAGEMENT

Course Objective: The objective of this course is to provide the basic understanding of corporate financial concepts. To enable the students synthesize and explain the corporate financial functions and decision making dynamics in the broad framework of a financial system.

Learning Outcomes: To demonstrate the application of the course concepts in capital structure and project investment decisions. To demonstrate the application of financial understanding in varying situations of risk return analysis, cash, credit and inventory management.

Unit I:
Nature of Financial Management: Scope and objectives of finance, role and functions of finance manager, risk-return trade off, shareholders' wealth maximization, agency problem, General awareness of financial environment-financial instruments, regulation and markets.

Unit II:
Investment Decisions: Analysis of Capital budgeting decisions, application of discounted andnon-discounted techniques in capital budgeting, time value of money, capital rationing, risk analysis in capital budgeting.

Unit III:
Financing Decisions: Cost of Capital and & Dividend Decision: Optimum capital structure, financial and operating leverages, sources of long-Term Finance, cost of capital-components' costs and Combined Cost (WACC), capital structure theories.

Unit IV:
Dividend theories, Irrelevance of dividend, MM Hypothesis, relevance of dividend and Walter's model, dividend policy determinants, share repurchase or buyback, Issue of bonus share and its implications,

Unit V:
Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, computation of working capital required in business firm.

Suggested Readings:
- *Gitman, Lawrence J., & Chad J. Zutter (2017). Principles of Managerial Finance,Pearson Publication, 13th Edition*
- *Van Horne, James C, &Dhamija, Sanjay (2011), Financial Management and Policy,Pearson Publication*
- *Rustagi, R.P. (2019), Fundamentals of Financial Management, Taxman's 14th Edition*
- *Kishore, Ravi M (2016). Financial Management, Taxman's, 8th Edition.*
- *Khan, M.Y., & Jain, P.K. (2018). Financial Management: Text, Problems and Cases,McGraw Hill Publication, 8th Edition*

IMS(CC)-203: LEGAL ASPECTS AND BUSINESS ENVIRONMENT

Course Objective: To help students develop an appreciation of the evolution of the global economy and of current topical debates surrounding 'globalization' and a range of associated issues and laws. Provide background knowledge of the institutional, economic, political, cultural and technological environments that constitute today's global business environment. Provide a strong foundation to students of basic economic theories and regulations underlying the importance of the transnational corporation, of international trade, and of competitiveness.

Learning Outcomes: Aims to equip the students with an analytical framework to scan the national and global business environment. Provide students a framework to calculate the implications of their business decisions on different segments of the economy and legal issues.

Unit I
Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modesof discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Saleand Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

Unit II
Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership. The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Negotiation and assignment. Crossing of cheque, bouncing of cheques.

Unit III
Concept of Business Environment, Nature and Factors in Business Environment, Role of Planning in a Market Economy, India's Growth Experience, Performance & Challenges, Unemployment & Employment, Population Change, and Economic Environment, AgriculturalGrowth, Performance & Policies, Industrial Growth & Policies.

Unit IV

Economic role of Government; Contemporary Economic Reforms, Role of Industry in Economic Development, Stock Exchange of India, Role of Regulatory Institutions in Indian financial system– RBI and SEBI, Balance of Payment. Global Business Environment– Political, Economic, Social, Cultural, Legal, Technological, Theories of International Trade; Adam Smith, Ricardo and Ohlin & Heckscher, Indian Economy and GATT, WTO,

Unit V

Emerging issues, Regional Economic Integration, European Union. Corporate Social Responsibility; Environmental and Sustainability issues in Development.

Suggested Readings:
* *M C Kuchhal, Business Law, Vikas Piblications*
* *Akhileshwar Pathak, Legal Aspects of Business, Tata Mc GRAW HILL*
* *Cherunilum F. (2017); Business Environment; Himalaya Publishing House, 4th Edition.*
* *B.N. Ghosh (2014); Business Environment; Oxford University Press1st Edition.*
* *Rao P.S. (2013); International Business; Himalaya Publishing House1st Edition.*

IMS(CC)-204: PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective: The objective of this subject is to introduce the students with the intricaciesof Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. It also elaborates on the significance of Quality Management in the organizations.

Learning Outcomes: Students will be able to formulate and evaluate Operational decisions inany organization – Production based and/or Service Based.

Unit I

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends; Designing Products; Services and Processes; Flexible Manufacturing System.

Unit II

Facility Location Planning; Facility Layout Planning; Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

Unit III

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM).

Unit IV

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

Unit V

Introduction to Quality Management; TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crossby& Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; StatisticalProcess

Control; Quality Circles; Kaizen; Six Sigma Approach; 7 QC tools; Service Quality &Service Quality Management

Suggested Readings:
- *Heizer and Render, (2010) Operations Management, 10th edition, Prentice Hall,.*
- *Ashwathappa K &Bhat K. Shridhara (2019) - Production & operation Management, 2nd Edition, Himalaya Publication.*
- *S N Chary (2019) Production and Operations Management, 6th Edition, Tata McGrawHill,.*
- *William J Stevenson (2018) Operations Management, McGraw Hill, 13th edition.*
- *Adam JrEveretl E. & Ebert R J, (1992) Production and Operations Management, 5th Edition, Prentice-Hall.*
- *Dilworth James B (1996) Operations Management, 2nd edition, McGraw Hill,.*

IMS(CC)-205: RESEARCH METHODS FOR BUSINESS

Course Objective: The objective of this paper is to impart knowledge about various stages ofthe research processes and their application in decision making.

Learning Outcomes: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling. Have basic knowledge on qualitative research techniques, and adequate knowledge on measurement & scaling techniquesas well as the quantitative data analysis. Basic awareness of data analysis-and hypothesis testing procedures

Unit-I
Concept, Objectives and Significance of Research, Research Process, Research Design: Exploratory Research Design, Descriptive Research Designs- Cross-sectional & Longitudinal, Experimental Design: Pre-Experimental, Quasi Experimental, True Experimental & Statistical Design.

Unit-II
Measurement and Scaling: Primary Level of Measurement- Nominal, Ordinal, Interval, Ratio, Comparative and Non-competitive Scaling Techniques, Questionnaire Design, Sampling-Sampling Process, Sampling Techniques-Probability and Non-Probability Sampling, Sample Size Decision.

Unit-III
Data Collection: Primary & Secondary Data; Survey Method of Data Collection, Classificationof Observation Method; Fieldwork and Data Preparation. Hypothesis: Null Hypothesis & Alternative Hypothesis; Type-I & Type-II Errors; Hypothesis Testing: T-Test, ANOVA Concepts of Multivariate Techniques-Multiple Regression Analysis, Discriminant Analysis etc.

Unit-IV
Qualitative Research: Data Collection of Qualitative Research- Interviews, Observation & Documents, Qualitative Research Procedure: Focus Group Interview, Online Focus Group, Depth Interview, Projective Techniques, Other Methods of Qualitative Research: Narrative, Phenomenological, Grounded Theory, Ethnography & Case Study Method.

Unit-V
Meaning, Types and Layout of Research Report; Steps in Report Writing, Tabular & Graphical

Presentation of Data, Citations, Bibliography and Annexure in Report, Avoid Plagiarism; Useof Statistical Software to Analysis the Data.

Suggested Readings:
- *Satyabhushan D., Malhotra NK.,(2015) Marketing Research: An Applied Orientation,7th Edition, Pearson publisher.*
- *Bajpai N., (2011) Business Research Methods:, Pearson publisher.*
- *Cooper & Schindler (2015) Business Research Methods,12th Edition, Mcgraw-Hill.*
- *Green, Tull&Albaum (2010) Research for Marketing Decisions,5th Edition, PHI Pvt. Ltd,New Delhi.*
- *Leveine ,Khrehbiel& Berenson (2013) Business Statistics,6th Edition, Pearson Education.*
- *Luck D. & Rubin D. (2006) Marketing Research, 7th edition, PHI, New Delhi.*

IMS(CC)-206: MANAGEMENT INFORMATION SYSTEMS

Course Objective: For an organization to thrive in today's increasingly rapid pace of change in environment, managers and functional specialists in all areas must perform their jobs effectively, efficiently, and ethically. Information technology provides the tools that enable allorganizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success of the organization. This course provides students with solid grounding in business uses of information technology in a rapidly changingenvironment, and to understand critical issues surrounding the use of IT in organizations.

Learning Outcomes: Students will be able to understand and articulate fundamental conceptsof information systems management. Apply IT to solve common business problems. Plan and implement effective IT solutions to business problems. Apply the ethical aspects of information technology use in the organization.

Unit I:
Information Systems: Concept & Technologies, Role of information Systems in Business. Influence of Information Systems in Transforming Businesses. Global E-Businesses and Collaborations, Strategic roles of Information Systems. Behavioural, Technical and Socio- technical approaches. Enhancing Business Processes through Information Systems. Types of Business Information Systems.TPS, MIS, DSS and EIS. Organising the Information Systems function in Business. Ethical and Socialissues of Information Systems.

Unit II:
Using Information Systems to Achieve Competitive Advantage: Porter's Competitive Forces Model and The Business Value Chain Model. Aligning Information Systems with Business. Decision Makingand Information Systems: Types of Decisions and the Decision-Making Process, Business Value of Improved Decision Making. Decision Support for Operational, Middle and Senior Management. Concepts of Database and Database Management System.

Unit III:
Functional Information Systems: Marketing, Human Resource, Financial and Operational InformationSystems. Cross Functional Information Systems, Enterprise Systems. Supply Chain Management Systems. Customer Relationship Management Systems. Business Value of Enterprise applications andchallenges in Implementing, Knowledge Management.

Unit IV:
E-Commerce: Fundamentals and Concepts: Digital Markets and Digital Goods. Types of E-

commerce and E-commerce Business Models. B2B E-Commerce: New Efficiencies and Relationships. Conceptof Mobile E-Commerce. Security and Control of Information Systems.

Unit V:
Implementing Information Systems as Planned Organisational Change. Business Process Reengineering. Systems Analysis and Systems Design. Modeling and Designing Systems: Structuredand Object-Oriented Methodologies, Traditional Systems Life Cycle, Prototyping, End-User Development, Application Software Packages and Outsourcing. Implementing Information Systems. Introduction to Change Management.

Suggested Readings:
- *Laudon Kenneth C. and Laudon Jane P.,(2018), Management Information Systems Managing the Digital Firm by : Pearson Publication, 15e*
- *James A O'Brien, Behl Ramesh, George M.Marakas, (2019), Management Information Systems, McGraw Hill*
- *JawadekarWaman S., (2013) Management Information Systems A Global Digital Enterprise Perspective; McGraw Hill*
- *Dr.S.Shajahan, R.Priyadharshini, (2004) Management Information Systems, New Age International Publishers*
- *Boris Shishkov,(2020) Designing Enterprise Information Systems, Springer Publication,,ISBN 978-3-030-22441-7*

IMS(VNC)-201: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Objectives: The objective of this course is to study the major concepts, principles & theories of business ethics, corporate governance, corporate social responsibility and sustainability in today's business world.

Learning Outcomes: Students will be able to incorporate importance of ethics in business world today and it will help them take ethical decisions in the organization. They will have a better understanding of CSR, Corporate Governance and Sustainability issues faced by the organizations.

Unit I: Introduction
Opening Case: Subprime lending

Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught? Bad Apple Theory, Why Ethics matters in Business? Ethics andLaw, Ethical Behavior, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?,Pressure Points for Ethical Behaviour.

Emerging Ethical Issues and Dilemmas in Business- Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflictof Interest etc. ;

Ethical issues related to Marketing, Ethical issues related to Finance, Ethical issues related to HR, Ethical issues related to IT, Ethics of Net neutrality, Ethical dimensions of artificial intelligence.

Ethical Issues in Capitalism, Socialism and Communism,

Closing Case Study: Bhopal Gas tragedy

Unit II: Business Ethics Philosophies

Opening Case: Turing Pharmaceutical price hike controversy

Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces.

Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Divine Command Theory, Machiavellian Theory, Darwinism, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism.

Contemporary Moral Philosophies: Contractarianism, Prisoner's Dilemma, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).

Closing Case: Johnson & Johnson Tylenol Crisis

Unit III: Ethical Decision Making: Individual And Organizational Factors

Opening Case: Enron scandal

Individual Ethics Management: Ethical Dilemma; Ethical Decision Making Models- Utility,Rights, Justice and Caring (URJC) Model, Janus Headed Model, Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth.

Organizational Ethics Management: Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistleblowing in Organisations: Tips for whistleblowing and the process of handling whistleblowing in organisations, Discussion of case related to murder of whistle-blowers Satyendra Dubey and Shanmugam Manjunath. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Program in an Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.

Global Ethics Management: Avoiding, Forcing, Persuasion or education, Infiltration, Negotiation or Compromise, accommodation and Collaboration.

Closing Case: Galleon Group Insider trading fraud.

Unit IV:

Corporate Social Responsibility Opening Case: Merck and River blindness

Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Trusteeship Theory of Mahatma Gandhi, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy.

Theological Ethics and Philanthropy: Philanthropy in Hinduism, Buddhism, Islam, Christianity, Islam and Sikhism.

Closing Case: The pesticide controversy and its impact upon the CSR strategy of Coca-Cola

Unit V: Corporate Governance: Theories and ModelsOpening Case: Punjab National Bank

Scam

Definition of Corporate Governance, Importance of Corporate Governance, Principles of Corporate Governance, and Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of CorporateGovernance in US, UK and India.

Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory.

Closing Case: Satyam Scam

Suggested Readings:

- *Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talkabout How to Do It Right, Wiley Publishing House, 6th Edition*
- *Kumar, Shailendra, RaiAlok K (2019); Business Ethics; Cengage Learning, 1ˢᵗ edition.*
- *O. C. Ferrell , John Fraedrich , Ferrell (2017); Business Ethics: Ethical Decision Making& Cases; Cengage Publishing House*
- *Thomas Donaldson , Thomas W. Dunfee,(1999); Ties That Bind: A Social ContractsApproach to Business Ethics; Harvard Business School Press.*
- *Norman E. Bowie, (2015); "Business Ethics," in New Directions in Ethics, ed. Joseph P. DeMarco and Richard M. Fox, New York: Routledge&Kegan Paul, 2015*
- *Elkington. John, (1997) Cannibals with Forks: The Triple Bottom Line of 21ˢᵗ(Capstone/John Wiley, hardcover, 1997)*
- *Gandhi M.K. Trusteeship (Ahmedabad Navjivan Publishing house, 1960) pp 5.*
- *Callahan, D. (2004), The Cheating Culture: Why More Americans are Doing Wrong toGet Ahead (Harcourt, Inc., Orlando, FL).*
- *Mallin. Chris A.(2011) ; Handbook on International Corporate Governance: Country Analyses; Edward Elgar. pp 421*
- *Kanungo, R. N., and M. Mendonca (1996); Ethical dimensions of leadership, SagePublications Thousand Oaks, CA.*

SEMESTER III

Paper Code	Name of Subject	Credit	Remarks	Theory/ External	Internal Assessment	Total
IMS (CC)- 301	Innovation and Entrepreneurship / MOOCs	04	Core Course	70	30	100
IMS (HR) 301	Organizational Design, Development and Change	04	Core Course Domain	70	30	100
HR (EL)- 301A	Labour Welfare and Social Security			70	30	100
HR (EL)- 301 B	Human Resource Training and Development		Elective (Choose Any Two	70	30	100
HR (EL)- 301 C	Managerial Psychology and Stress Management	08		70	30	100
HR (EL)- 301 D	Compensation and Reward Management			70	30	100
IMS (IN)- 301	Summer Internship Project	04	Summer Internship	70	30	100
IMS (ID)- 301 A	Business Analytics		Inter-Departmental Course			
IMS (ID)- 301 B	Inter-Departmental Course	04		70	30	100
IMS (FL)- 333	Foreign Language (French/German)	00	Non-Credit			
	Semester Total	**24**		**420**	**180**	**600**

IMS(CC)-301: INNOVATION AND ENTREPRENEURSHIP

Course Objective: The course is designed as a broad overview of entrepreneurship, including identifying a winning business opportunity, gathering funding for and launching a business, growing the organization and harvesting the rewards. It is an integrative course—one that combines material introduced to the students in core courses and applies it to the design and implementation of new ventures. The students are expected to have completed courses in Management Principles, Marketing, HRM, Productions & Operations, Economics, Accounting& Finance.

Learning Outcomes: Appreciate and develop entrepreneurial attitude and prerequisites for becoming an entrepreneur. Demonstrate creativity in identifying opportunities for business venture. Distinguish between suitability of alternative forms of business organisations for chosen venture. Familiarize with the procedures for establishing a business venture and necessary documentary and regulatory compliances and tax issues. Familiarize and identify sources of finance available for the venture. Display insights into procedure for and advantages of different IPR's. Relate and apply different strategies in support of a venture. Develop and display soft skills for managing a team and provide leadership. Prepare projected financial statements and ratios for key indicators. Prepare a comprehensive business plan. Recognize the need for social entrepreneurial opportunity and ways to organise the same through own venture

Unit I:
Entrepreneurship: Meaning and objective. Entrepreneurship and its role in Economic Development. Entrepreneurial Traits and Mindset. Misconceptions and Myths about

Entrepreneurship. Motivation for becoming an Entrepreneur. Entrepreneurship as a Career Option. Entrepreneurial Leadership. Creativity and Innovation. Bottlenecks to Creativity and innovation. Disruptive Technology and generating commercial value from Innovation; Sources of New Ideas, Techniques for generating Ideas. Accessing Business Potential of an Idea. Idea to Opportunity: Sources of Opportunity, Opportunity Recognition.

Unit II:
Types of New Ventures, Tax implications of various forms of Ventures. Procedures for settingup a Business in India. Entrepreneurship and Intellectual Property Rights (IPR): Patents, Trademarks and Copyrights. Business Plan: Purpose and Contents of a Business Plan. Marketing Plan: Need for Marketing Research, Industry Analysis, Competitor Analysis, Market Segmentation, Target Markets, Market Positioning, Marketing Mix, Marketing Plan and Market Strategy. Operation and Production Plan: Product Design and Specifications.

Unit III:
Types of Production Systems, Location and Layout Decisions, Plant and Technology Choices, Production Planning and Commercialization. Financial Plan: Assumptions underlying the Financial Statements. Budgeting. Preparation of projected Funds Flow and Cash Flow Statement, Profit and Loss Accounts / Income Statement and Balance Sheet. Key Financial Indicators: Break-Even Analysis, Ratio Analysis, ValuationMethods, Sensitivity analysis. Financing of New Ventures: Stages of Financing, Sources of Finance – Seed Funding, Venture Capital Funding, Bank Funding, Lease Financing. Funding opportunities and Institutional Support in India for New Ventures. Managing Cash andLiquidity, Record Keeping, Performing Due Diligence

Unit IV:
Launching a New Venture: Preparing Implementation Plan, Raising Resources, Leveraging Intellectual property, Organisation Plan: Team Building for the New Venture, Designing Organisational Structure and Systems Building a Winning Team, Motivating and Inspiring theTeam Members, Monitoring the Technological Trends, Pilot Testing, Understanding Markets,Market Strategies and Positioning. Managing Growth: Managerial Issues and Growth Strategies for New Ventures. Revival and Exit: Turnaround Strategies, Liquidation and Exit Strategies for Entrepreneurs.

Unit V:
Introduction to social enterprises, Social entrepreneurship – need, definition, characteristics and models. Social leadership, networks and external relationships, revenue models, Measuresof performance of social enterprises, ISO 26000, Local problems and local solutions, Social audit, Issues in management of Social Enterprises.

Suggested Readings:
- *Kumar A (2012); Entrepreneurship; Pearson, 3rd Edition.*
- *Poornima M.CH (2006); Entrepreneurship Development: Small Business Enterprises;Pearson, 1st Edition.*
- *Kumar A., S.C. Poornima, M.K. Abraham, K. Jayashree (2011); Entrepreneurship Development; New Age International Publishers, 1st Edition.*
- *A.Sahay, M. S. Chhikara (2007); New Vistas of Entrepreneurship: Challenges&Opportunities; Excel Books, 1st Edition.*
- *R.K.R. Kummitha (2016); Social Entrepreneurship: Working towards GreaterInclusiveness; Sage Publications, 1st Edition.*

IMS (HR)- 301: ORGANIZATIONAL DESIGN, DEVELOPMENT AND CHANGE

Course Objective: The course has been designed to familiarize students with the concept of organizational design, development and change and to organizational development theories to improve organizational performance and create healthy places to work, and organizational intervention practices that encourage learning and change.

Learning Outcomes: On completion of the course, the students should be able to understand the meanings of organization design and restructuring, the evolutionary process of organisation design, the universal perspectives of and the new perspective on organisation design, organisational restructuring strategies. Develop insight on the change process and reasons why change is imperative. Build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization. Assess OD consultant as a scope to practice by leading change from outside and identify change and OD implementation aspects with help of discussion on case studies and problems faced by the organizations

Unit-I
Understanding Organizations; Factors affecting Organizational Design; the Design process; Evolutionary Process of Organisation Design; Universal Perspectives of Organization Design. Organizational restructuring strategies

Unit II
Organization Development: Concept, Values, Assumptions, Process of Organization Development: Understanding the organizational issues, diagnosing the problems, Feedback on diagnostic information, reverse mentoring, generation mix, open space technology, appreciative enquiry

Unit III
Organizational Development Interventions: Team development Interventions, Inter-group interventions, Comprehensive OD Techniques. Structural Intervention: Job Design, Quality of Work life, Quality Circles, MBO, Socio technical Systems, Physical Setting and layout

Unit IV
Organizational Change: Concept of planned change, Internal and External Factors of Change, Resistance to Change, Change Options Skills of Change Agent Models of Change: A Three Stage Model of the Change Process (Kurt Lewin , ADKAR, Mckinsey 7 s model) ,Strategies for Managing Change

Unit- V
Organizational Change and Development Issues: Organizational Power & Politics: Concepts Sources Contingency approach, Contingency model, Political implication, Strategies for managing political activities Organizational Culture: Concepts, Changing Organization Culture, Strategies for merging Organizational Culture, Strategies for strengthening Organizational Culture

Suggested Readings:
- *Pradip N. Khandwalla, 1991. Organisational Designs for Excellence, New Delhi: Tata McGraw-Hill Publishing Company Limited.*

- *David K. Banner and T. Elaine Gagné, 1995. Designing Effective Organisations: Traditional and Transformational Views, Thousand Oaks, California: Sage Publications.*
- *W. Burke, Debra Noumair (2015); Organization Development a Process of Learning and Changing ; Pearson education ; 3rd Edition.*
- *French, W.E. and Bell, Organization Development, Prentice-Hall of India, New Delhi.*
- *Singh Kavita(2009); Organizational Change &Development; Excel publishing; 2nd Edition.*
- *Donald Brown (2006); Experiential Approach to Organization Development; Pearson New International Edition; 7th Edition.*
- *Thornhill et al (2000); Managing Change; Prentice Hall; 1st Edition.*
- *Bhatia S.K (2007); Management of Change and Organization Development: Innovative Approaches and Strategies; Deep and Deep Publications; 1st Edition.*

HR(EL)-301A: LABOUR WELFARE AND SOCIAL SECURITY

Course Objective: The students will be aware about the various welfare facilities and services provided to the employees to make their life worth living and how these create a sense of belongingness and loyalty towards the organisation in the people at work. At the same time, it highlights how these schemes improve the efficiency of the employees, creates a conducive work environment and enhances industrial peace.

Learning Outcomes: After completion of the course, the student shall be able to comprehend insurance fund and gratuity provisions and manage their application, acquaint themselves with the significance of social security for an employee. Enabling them to understand the implications of the existence of the social security schemes. Able to understand the causes of labour turnover and absenteeism, and reducing them, proficient in meeting the legal requirements related to welfare and minimize health hazards at workplace.

Unit-I
Labour Welfare: Concept, Significance, Objective, Scope, Classification, Approaches, and Principles. Labour Welfare Officer: Qualifications, Roles and Functions, Status, Terms and Conditions of Services, Challenges

Unit-II
Legal Provisions Relating to Labour Welfare in India; Beedi Workers Welfare Fund Act, 1976; The Contract Labour (Regulation & Abolition) Act, 1970; Child Labour (Prohibition & Regulation) Act, 1986. The Factories Act, 1948; The Mines Act, 1952; Relevant cases related to Acts.

Unit-III
Social Security: Concept, Significance, Objectives, Evolution, Scope; Forms of Social Security: Social Insurance, Public Assistance and Public Services. Industrial Social Work: Concept, Objectives, Scope, Principles; Industrial Social Worker: Roles and Functions, Status, Skills Required; Recent Developments in Social Work Practice in Industry; Future of Industrial Social Work in India Unit-IV Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952, Relevant cases related to Acts.

Unit-V

Maternity Benefit Act, 1961; Personal Injuries (Compensation) Insurance Act, 1963; Payment of Gratuity Act, 1972. Relevant cases related to Acts.

Suggested Readings:

- *Goswami, V. G. (2015); Labour and Industrial Law; Central Law Agency Allahabad; 10th Edition.*
- *Malik, P.L., (2017); Industrial Law; Eastern Book Co.; 25th Edition.*
- *Sivarethinamohan R (2010); Industrial Relations and Labour Welfare: Text and Cases; PHI Learning Pvt. Ltd.; Revised Edition 2016.*
- *Gupta M. (2007); Labour Welfare and Social Security in Unorganised Sector; Deep and Deep Publications; 1st Edition.*
- *Saharay H.K. (2017); Textbook on Labour and Industrial Law; Universal Law Publishing an imprint of LexisNexis; 7th Edition.*
- *Mamoria, C.B. (2020); Dynamics of Industrial Relations; Himalaya Publishing House; 16th Edition.*

HR (EL)-301B: HUMAN RESOURCE TRAINING AND DEVELOPMENT

Course Objective: The course aims to equip students with skills relevant for training and developing the manpower in an organization. Further discussion on the principles and practices of training and development (T&D) familiarizes the students with tools and techniques involved in T&D.

Learning Outcomes: On completion of the course, the students should be able to develop an understanding of the evolution of training & development from a tactical to a strategic function. To provide an insight into what motivates adults to learn and the most appropriate methodologies to impart training. To understand the concept of training audit & training evaluation. To learn how design a training module and execute it.

Unit I

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, types of training. Process of training.

Unit II

Training implementation: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer.
Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Choosing New Technology Training Methods.

Unit III

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, ROI in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats

to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

Unit IV
Executive Development/ Management Development/Career Management Need, factors affecting MDP, methods, process, administration, delivery, costing & pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training.

Unit V
Careers and Career Management: Introduction, Importance, Meaning, A Model of Career Development (Career Stages), Career Management Systems.

Suggested Readings:
* *Janakiram B (2007); Training and Development; Biztantra; 1st Edition.*
* *Mamoria, C.B. & Rao VSP (2019); Personnel Management; Himalaya Publishing House; 13th Edition.*
* *Pareek, Udai and Lynton, Rolf, P. (2011); Training for Development; SAGE Publishing India; 3 rd Edition.*
* *Rudrabasavaraj,M.N.(1977); Executive Development; Himalaya Publishing House; 1st Edition.*
* *Barbazette J (2006); Training Needs Assessment: Methods, Tools, and Techniques; John Wiley & Sons, 1st Edition.*

HR (EL)-301C: MANAGERIAL COUNSELLING AND STRESS MANAGEMENT

Course Objective: To equip the potential managers with understanding of psychological make-up of personnel working in an organization with a view to promote positive culture. Also, to familiarize students with the nature of stress and relationship between stress and managerial problems. The objective is also to examine the various methods of assessing individual and organizational stress and indicating ways of coping with stress.

Learning Outcomes: On completion of the course, the students should be able to gain knowledge about theoretical principles and practical processes in Guidance and Counselling and would be able to apply these in research and professional areas. To understand applied and positive perspectives of Counselling. To gain proficiency in undertaking and reporting of psychological assessment and conducting counseling programs/sessions. To gain the requisite competencies and skills for providing Counselling in varied spheres. To be able to conceptualize the dynamics of frustration, stress and burnout and their various coping mechanisms.

Unit-I
Managerial Counselling: Need, Process, Goals, Expectations. Counselling related Concepts: Helping, Consultation, Advice, Psychotherapy. Counselling Skills: Verbal Communication Skills and Non Verbal skills, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool, Crisis Intervention, Process and Steps.

Unit-II

Counselling Process: Steps in Managerial Counselling (8 Step model), Counselling Environment, Approaches to Counselling (Directive, Behaviouristic, Humanistic, and Existential) Counselling in Industrial Setting, Negotiation, Negotiation Process.

Unit-III

Psychological Testing and Diagnosis: Types of Psychological Tests, Group Therapy and Brief Counselling. Managerial Blockages, SWOT. Counselling for Absentees, Sick, Accident Prone, Retiring/Retired, Improving Performance and Job Environment Fit, Recent Trends in counselling psychology.

Unit-IV

Stress: Concept, Nature & Types. Different perspectives and symptoms. Framework of stress; Organizational stress and its causes (Personal characteristics, organizational structure, properties of work and work setting, job roles). P-E (Person-Environment) fit model of job stress. Dynamics of Frustration. Responding to stress (Emotional, physiological and behavioural response). Potential Stressors, Role Stress. Causes of organizational stress:. Potential effects of stress: Physiological, Psychological & Behavioural. Organizational stress: Impact performance, productivity, satisfaction, absenteeism and turnover.

Unit V

Nature and characteristics of coping: Different views of coping – psychodynamic, transactional, internal and external resource perspective. Individual-centered stress management techniques: Cognitive, hypno-suggestive, behavioural and physical (yoga and aerobic exercises) interventions. Common coping strategies and patterns; giving up, striking out at others, indulging and blaming self, defensive coping; appraisal focused, problem focused, emotion focused coping. Organization-centric stress management interventions techniques: Institutional & collateral. Preventing, mitigating and moderating stress at organizational level.

Suggested Readings:

- *Dryden Windy, Key Issues for Counselling in Action, Sage Publication, New Delhi, 1995.*
- *Dryden Windy, Counselling in Practice, Sage Publications, New Delhi, 1995.*
- *Gelso, Charles J. and Fretz, Bruce R. (2014) Counselling Psychology, American Psychological Association; 3rd Edition.*
- *Murphy David (2017); Counselling Psychology: A Textbook for Study and Practice; John Wiley & Sons.*
- *Mehta, D.S., Handbook of Public Relations in India, Allied Publishers Ltd., New Delhi, 1998.*
- *Rao, Narayan (2013); Counselling Psychology; Tata McGraw Hill, New Delhi; 3rd Edition.*
- *Singh K (2007); Counselling Skills for Managers; PHI Learning, 1st Edition*
- *Srivastava, A. K. (1999). Management of occupational stress: Theories and practice. New Delhi: Gyan Publishing House.*
- *Weiten, W., Dunn, D. S., & Hammer, E. Y. (2012). Psychology applied to modern life:*
- *Adjustment in 21st century (10th ed.). Belmond, CA: Wadsworth, Cengage Learning.*
- *Aldwin, C. M. & Werner, E. E. (2004). Stress, coping and development: An integrative*
- *perspective. New York: Guilford.*
- *Schafer, W. (2000). Stress management (4th Ed.). New Delhi: Cengage*

- *Ross, R. R. &Altmair, E. M. (1994). Interventions in occupational stress. New Delhi: Sage Publications.*

HR (EL)-301D: COMPENSATION AND REWARD MANAGEMENT

Course Objective: The purpose of this course is to provide insights into the compensation management administration of the organisations and to impart skills to develop compensation strategies and policies.

Learning Outcomes: On completion of the course, the students should be able to develop an understanding of various conceptual and practical approaches to obtain compensation decisions. To identify the internal and external environmental factors that have an impact on the pay structure of an organization. To demonstrate an understanding of the issues related to compensation in corporate sector and impart skills in designing. To analyze and restructure compensation management system, policies and strategies.

Unit I
Compensation & Rewards: Concepts, Objectives & Dimensions of Compensation, Components of Compensation Plan, Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.

Unit II
Compensation Structure: Job Evaluation: Aspects, Objective, Principles, Procedure & Methods, Designing a Compensation System, Establishing a Pay Structure, Designing Pay levels, Mix and structure, Graded Pay Structures, Broad-banding.

Unit III
Wages and Salary Administration: Principles of wage and salary administration, Basic Wage Plans, Wage Policy, Pay Policies Considerations, Wage differentials. Theories of Wages.

Unit IV
Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient system, Types of Incentive Schemes, Performance linked Compensation Reasons, types of performance based compensation schemes, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Economic Value Added (EVA).

Unit V
Employee Benefits & Services: Overview, Types of Employee Benefits and Services, Principle of Fringe Benefits, different steps in administration of benefits and services, future of fringe benefits; Executive Remuneration: Elements, Executive compensation strategies, Remuneration Model and Compensation strategies. Emerging trends &challenges of Remuneration.

Suggested Readings:
- *Bhattacharyya, D. (2014); Compensation Management; Oxford Publication; 2nd Edition.*
- *Singh, B.D. (2007); Compensation and Reward Management; Excel Books; 1st Edition. · Singh Soni Shyam (2008); Compensation Management; Excel Books; 1st Edition.*

- *Henderson, R.O., Compensation Management in a knowledge -Based world, 10th Pearson Education.*
- *Armstong, M and Murlis H (2012); Reward Management: A Handbook of Remuneration Strategy and Practice, Kogan Page; 5th Edition.*

IMS (IN)-301: SUMMER INTERNSHIP PROJECT

IMS(ID)-301A: BUSINESS ANALYTICS

Course Objectives: Understand the conceptual foundations of relevant business analytics methodologies. Understand the nature and scope of analytics in business management decisions. Understanding the application of various analytical tools including interpreting the input and communicating the output from these tools and models with their advantages and limitations Understand the application of these analytical tools to assist business decisions. Support Business decisions with analytical, research and managerial skills.

Learning Outcomes: The Students would be able to understand the benefits provided by analytical methods in business management. Manage technical challenges to plan, gather, analyse and interpret research information. Be able to access the appropriateness of analyticalmethods for different applications. Have gained hands-on analytical application skills utilizingrelevant software. Be able to properly interpret and communicate methodological results. Resolve marketing decision problems and make sound business decisions using analytics.

Unit I:
Overview of Business Analytics, Analytical Methods and Models, Use of Analytics in Business Practices, Concept of Big Data, Types of Data, Hands on Practice on Data in Excel.

Unit II:
Concept of Data Visualization, Data visualization and Storytelling Through data, Data Visualization Techniques, Data Visualization Through Advanced Chart, Time Series Data Analysis and forecasting.

Unit III:
Data Mining and Management, Data Mining Tools, Data Mining Process, Data MiningThrough Social Media, Summarize Marketing Data, Data Reduction methods, Metrics for Business Management, Pricing Analytics.

Unit IV:
Introduction to R and R-Studio software, Data Analysis Through R, Web and Social Media Analytics, Sentiment Analysis, Social Network Analytics, Text Analytics, Hands on practice on Data Analysis using R.

Unit V:
Optimization Techniques, Linear Optimization Models, Sensitivity Analysis, Decision Analysis, Decision Analysis without Probabilities, Decision Analysis with Probabilities.

Suggested Readings:
- *Lilien, G. L., Rangaswamy, A., & De Bruyn (2007); Principles of Marketing Engineering;Trafford Publishing, 3rd edition.*
- *Linoff, G. S., & Berry, M. J. (2011); Data mining techniques for marketing, sales, andcustomer*

relationship management; John Wiley & Sons, 3rd Edition.

- *S. Scheps (2011); Business Intelligence; For Dummies; 1 Edition.*
- *E. Siegel & T.H. Davenport (2013); Predictive Analytics: The Power to Predict Who WillClick, Buy, Lie, or Die; Wiley, 1st Ediction.*
- *Pochiraju, Bhimasankaram, Seshadri& Sridhar (2019); Essentials of Business Analytics; Springer International Publishing, 1st Edition.*

IMS (ID)-301B: INTER-DEPARTMENTAL COURSE

IMS(FL)-333: FOREIGN LANGUAGE

French Language

Course Objectives: To develop listening, speaking, reading & writing skills in French and also to introduce the learner to different aspects of life and culture of the people who speak the language.

Learning Objectives: This course will enable the students to listen and comprehend elementary structures of the spoken language, participate in simple conversations in various day to day situations. Further the students will be able to develop the creative aspect of language learning.

Unit-I : Elements of Functional Grammar

1. Organisation générale de la grammaire
2. Article indéfini, défini, contracté
3. Nom, adjectif, masculin, féminin, singulier et pluriel
4. Qui est-ce, qu'est-ce quec'est
5. Les verbes- la conjugison de verbes reguliers et irreguliers
6. Le temps -Présent,
7. Prépositions-à,de, l'article contrcté
8. Négation, interrogation : Inversion, est-ce que, qu'est-ce que, comment,
9. Adjectifs
10. Le mode impératif

Unit-II : Composition & Comprehension

Textes recommandés lus et expliqués et écoutes orales suivies de questions de compréhension avec fecilitateur , Rédiger des phrases simples sur des sujets de la vie quotidienne.

Faire des projets de week-end/ de vacances

Rédiger la reponse, l'invitation,le message, un petit annonce, fiche d'identité, la carte postale

Unit-III : Translation &Communication skills

Traduction en français-anglais et vice-versa de passages du texte et de phrases simples Se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres parler de soi : parler du travail, de ses activités,

Donner/demander des informations sur une personne, premiers contacts, exprimerses goûts et ses préférences

Unit-IV: Lexical acquisition through Culture and Civilization

La vie en France, monuments, architecture, sculptures, montagnes, rivières, sports, fromages, vins, cuisine, gastronomie, journaux et magazines

Unit-V: Elements of Business French

Suggested Readings:
Le livre à suivre : Nouveau Sans Frontière: Niveau 1 : Alter Ego :Collins Gem French-English/English-FrenchDictionary

German Language

Course Objectives: The course aims at enabling the students to grab the opportunities of jobs also at international level. It becomes easier for them to get placement in different spheres, banks as well as in corporate world, as knowledge of foreign language is one of the requirements for the candidate. now a days.

Learning Objectives: In this course the students are taught all the three skills, reading, writing, speaking, at basic level.

Unit I

Introduction to Germany, Basic grammar structure, Nouns (singular, plural), Numbers, Days, Months, Seasons, Colours.

Unit II

Personal pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives

Unit III

Tenses, Sentence Construction, Interrogative Sentences, Affirmative Sentences, Negative Sentences

Unit IV

Comprehension Texts

Unit V

Paragraph Writing

Suggested Readings:

1. *Häussermann, U., Günther, C. C., Dietrich, G. (1997). Sprachkurs Deutsch 1: Unterrichtswerk für Erwachsene. Germany: Diesterweg.*
2. *Rusch, P., Müller, M., Scherling, T., Wertenschlag, L. (1997). Moment mal! : Lehrwerk für Deutsch als Fremdsprache ; [Materialien]. 1 : Glossary German-English. Austria: Langenscheidt.*

SEMESTER IV

Paper Code	Name of Subject	Credit	Remarks	Theory/ External	Internal Assessment	Total
IMS (CC) -401	Strategic Management/ MOOCs	04	Core Course	70	30	100
IMS (HR) -401	Industrial Relations and Trade Unionism	04	Core Course Domain	70	30	100
HR (EL)-401A	International Human Resource Management			70	30	100
HR (EL)-401B	Organizational Leadership, Conflict Resolution and Team Building	08	Elective (Choose Any Two	70	30	100
HR (EL)-401C	Talent Management and Competency Mapping			70	30	100
HR (EL)-401D	Performance Management and HR Audit			70	30	100
IMS (MT)-401	Master Thesis/ Dissertation	04	Master Thesis/ Dissertation	70	30	100
IMS (ID)-401A	Artificial Intelligence in Business	04	Intra-Departmental Course	70	30	100
IMS (ID)-401B	Intra-Departmental Course					
	Semester Total	**24**		**420**	**180**	**600**

IMS(CC)-401: STRATEGIC MANAGEMENT

Course Objective: The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top management and to acquaint with strategic management process and develop competencies to understand competitive posture of own and competing firms in various industries with a view to successfully implement strategy with effectiveness.

Learning Outcomes: Relate vision and mission with the current business of the organization. Define business in terms of need/ functions, customers and alternative Technologies. Distinguish between ability, capability, competence and competitive advantage. Interpret trends and developments in the environment and implications for business in terms of opportunities, challenges and threats. Perform SWOT analysis of organisation and competitors. Justify the chosen strategy with the conditions and prerequisites for success. Construct businessportfolio and understand strategic implication. Distinguish a mechanist organization with a learning organization. Assess an organization's readiness to change. Address the issues in implementation of strategy ina given situation. Apply value chain to identify core competencies required to be developed. Discriminate between variants of organisation structure and recommend suitable organisationstructure to support strategy execution. Identify and recommend best practices for ensuring effectiveness in strategy execution. Decipher characteristics of culture in an organisation and recommend required attributes and actions for changing the problematic /unhealthy culture. Identify performance metrics for strategic performance management Recommend strategic and operational effectiveness techniques for evaluation and perform strategic audit. Demonstrate ethical behavioural orientation and cultural sensitivity.

Unit I:
Nature and Scope of Strategic Management, Process of Strategic planning and Implementation, Strategic Management Process, Strategists and their Role in Strategic Management, Hierarchyof Strategic Internet: Vision, Mission, Goals and Objectives, Business Definition. Environmental

Appraisal: Environmental Scanning, Appraising the Environment, Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

Unit II:
Company level strategies: Grand, Stability, Expansion, Retrenchment and Combination Strategies, Business Level strategy: Cost, Differentiation, Focus, Organisational perquisites forimplementing chosen business strategy, Implications for strategic alignment, tailoring strategyto fit specific industry and company situation. Strategic Analysis and Choice: Business Portfolio, Portfolio balance, choice, Construction andanalysis of business portfolio, Strategic imperatives of portfolio choice, Competitive advantage: Sources, drivers and routes to Competitive advantage

Unit III:
Strategies for entering new business, choosing a diversification path-related vs unrelated business, International diversification and. Strategies for managing a group of business, Corporate Restructuring. The challenge of Strategic Implementation, Levels of organizationalchange and associated approaches to strategic management of change, Organizational learning,leadership for organizational change, assessment of readiness to change, Integrating formulation and implementation, role of implementers at different levels, Principal managerialcomponents of strategy execution process, building a capable organization, staffing, building core competencies and competitive capabilities, matching organization structure to strategy, organization structures of the future

Unit IV:
Generic model of core processes and systems, Context levers, systems levers – information resourcing, human resourcing, capital resourcing and control systems, systems as action levers, managing internal operations and actions to promote better strategy execution: Marshalling resources, instituting best practices, adopting best practices and continuous improvement, TQM, Installing Information systems and operating systems, corporate culture and leadershipas keys to successful execution

Unit V:
Functional and Operational Implementation, operational effectiveness, Strategy Evaluation and Control, Techniques of operational and strategic control the leader as a role model, Everyday actions shaping organizational outcomes, Strategic Management in an International Firm; Navigating and managing disruptions and innovation. Strategy and Corporate Evolution in Indian Context.

Suggested Readings:

- *Thompson, A A, Strickland, A. J and Gamble, J E, Jain A K, 19 ed, Crafting andExecuting Strategy, McGraw Hill/Irwin*
- *Dess, G G, and Miller, A, Strategic Management, 2nded, McGraw Hill,*
- *Pearce I, J A. Robinson, R B. Jr., Mital, A McGraw-Hill Education, 2018 StrategicManagement: Planning for Domestic and Global*
- *David, F., 15/ed 2015, Strategic Management*
- *Kazmi, A, 3 rdedition,Business Policy and Strategic Management, Tata McGraw Hill*

IMS (HR)-401: INDUSTRIAL RELATIONS AND TRADE UNIONISM

Course Objective: The objective of the course is to make the students aware and understand about the dynamics of the industrial relations in the rapidly changing environment and also, they will have knowledge about the disciplinary procedure and grievance management process along with their implementation aspect. To provide understanding of the working of trade unions, concept of collective bargaining and equitable financial rewards.

Learning Outcomes: After completion of the course, the student shall be to understand the various facets of interaction between the employer-employee in an organisation, learning and developing analytical abilities to deal with the issues of the union and workers. To know the intricacies related to disputes and conflicts occurring in the organisation and the method of handling them effectively and to understand the disciplinary mechanism. To understand the concept and origin of trade union, their historical development. To assess the importance of ILO and trade union functions in various countries. Understand the types of bargaining issues and the rights of management and understand the strategies when working with unions.

Unit-I
Industrial Relations: Concept, Objectives, Nature and Scope; Approaches to Industrial Relations; Factors affecting Industrial Relations in India; Evolution of Industrial Relations; Changing Role of State and New Paradigms in Industrial Relations; Industrial Relations and Globalization, Industrial relations & Technology Change; India and International Labour Organization (ILO)- History, Objective, Structure and Functions.

Unit-II
Industrial Disputes: Concept, Types and Causes; Machinery for Settlement of Industrial Disputes in India; Statutory and Non-Statutory Preventive Measures for Settlement of Industrial Disputes: Code of Discipline, Code of Efficiency, and Welfare, Model Grievance Procedure, Inter-Union Code of Conduct; Disciplinary Action, Domestic Enquiry-Principle of Natural Justice; The Industrial Dispute Act, 1947; Relevant cases related to Act.

Unit-III
Participative Management: Concept, Objectives, Scope and Approaches to Participation: Workers' Participation in Management in India, Problems and Remedies; Collective Bargaining: Concept, Objectives, Methods and Problems; Agreements, Settlements, Consent Awards and their Implementation, Collective Bargaining Policy, Legal Sanction for Collective Bargaining.

Unit-IV
Trade Union: Concept, Objectives, Functions, Theories; Historical Development of Trade Union Movement in India, England and America; Types and Structure of Trade Unions; Central Labour Organizations, Employer's Organizations- Objectives and Functions; Problems of Trade Union; The Trade Union Act, 1926; Relevant cases related to Act.

Unit-V
Industrial Relations Legislations: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965; Relevant cases related to Acts.

Suggested Readings:
- *Malik D (1989); Indian Trade Unionism in Developmental Perspective, Commonwealth Publishers.*

- *Mamoria, C.B. (2020); Dynamics of Industrial Relations; Himalaya Publishing House; 16th Edition.*
- *Monappa Arun (2012); Industrial Relations and Labour Laws; Tata McGraw-Hill Education; 2nd Edition.*
- *Mustafa, M. and Dharma, Onkar (2002); Workers' Participation in Management, Concept and Practice; Deep and Deep Publications; 2nd Edition.*
- *Sharma R.C. (2016); Industrial Relation and Labour Legislation; PHI Learning Pvt. Ltd; 1st Edition.*
- *Sharma, A.M. (2019), Understanding Wage System, Himalaya Publishing House.*
- *Sinha (2004);) Industrial Relations, Trade Unions, and Labour Legislation; Pearson Education India; 4th Edition.*
- *Sivarethinamohan R (2010); Industrial Relations and Labour Welfare: Text and Cases; PHI Learning Pvt. Ltd.; Revised Edition 2016.*
- *Srivastava S C (2012); Industrial Relation & Labour Laws: Vikas Publication, 6th Edition.*
- *Taxmann (2019); Labour Laws; Taxmann Publication; 1st Edition.*

IMS (EL)- 401A: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective: Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

Learning Outcomes: After completion of the course, the student shall be to provide the students with knowledge and understanding of IHRM as well as the ability and skills to analyse IHRM in contemporary firms. Critically analyses the core issues and emerging trends in the field, with a consistent emphasis on real-world scenarios and concerns.

Unit I
Introduction to IHRM: Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. Barriers in effective global HRM. Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM.

Unit II
International Workforce planning and staffing: Recruitment, Selection and staffing in International Context International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

Unit III
Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit IV

Training and development in International context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. Re-entry issues:

Unit V

International Compensation, International Employment Laws and HRIS: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues. International Labour Relations: Key issues, response of labour unions to MNCs HRM practices in different countries-Japan, USA, UK, Turkey, Middle East, India and China. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS.

Suggested Readings:
- *Peter J. Dowling, Marion Festing, Allen D. Engle (2013), International Human Resource Management: Managing People in a Multinational Context, 6th Edition, Cengage Learning*
- *International Human Resource Management by R V Badi and S G Hundekar; Vrinda Publications*
- *B. Sebastian Reiche, Anne-Wil Harzing, Helene Tenzer (2018), International Human Resource Management, Sage publication.*
- *Rao P.L. (2008), International Human Resource Management: Text and Cases, Excel Books.*
- *Edward Tony & Chris Rees (2008), International Human Resource Management, Pearson Education India.*

IMS (EL)- 401B: ORGANIZATIONAL LEADERSHIP, CONFLICT RESOLUTION AND TEAM BUILDING

Course Objective: To understand the concept of Organizational leadership and to develop the essential skills of leadership, conflict resolution and team building in the prospective manager.

Learning Outcomes: On completion of the course, the students should be able to understand the nature and importance of leadership in the context of organizational goals. Various theories of leadership that focus on task and employee relationships. To be able to relate positive and negative consequences of conflict to organizational performance. To understand the difference in the dynamics of poor, good and great teams and will be able to recognize the impact of team dynamics on business results. To be able to proactively identify and eliminate dysfunctional team behaviours.

Unit I

Organizational Leadership: Concept, Nature, Characteristics; Leader Vs Manager; Leadership Skills, Leader Roles, Responsibilities and Functions of Leader, Qualities of a Good Leader, Prerequisites of Organizational Leaders, Classification of Leadership: Formal vs. Informal, Positive vs. Negative, Cultivated vs. Innate, Factors Affecting Choice of Leadership; Retention and Change of Leadership, Obstacles in the way of Leadership, Understanding Leaders and Leadership.

Unit II
Leadership Approaches & Theories: Approaches for Examining Leadership Behaviour: Trait Theories, Behavioural Theories (Ohio State studies, University of Michigan Studies, Managerial Grid, and Scandinavian Studies), Contingency Theories (Fiedler's Model, Hersey and Blanchard's Situational Theory, Leader-Member Exchange Theory, Path-Goal Theory, Leadership Participation Model). The changing paradigm of Leadership; Gender and leadership; Culture and leadership; Leadership and ethics.

Unit- III
Leadership Styles: Autocratic, Consultative, Laissez Faire, Bureaucratic, Manipulative and Expert Leadership, Likert's Four Systems of Management (Exploitative-Authoritative Style, Benevolent Authoritative Style, Consultative Style and Participative Style), Strategies for Development of Effective Leadership: Delegation of Authority, Participation in Decision Making, Open and Uninhibited Communication, Suggestion System. Leader Achievers- Biographies of Organizational Leaders.

Unit IV
Conflict: Concept, Nature, Transitions in Conflict Thought (Traditional View, Human Relations View and Interactionist View), Causes of Conflict (Personal, Work Related, Group Related, Organizational and Societal), Consequences for and Impact of Conflict on Individual, Group, Organization and Society

Types of Conflict: Dyadic Conflict, Individual Level Conflict, Inter-Group Conflict, Inter organizational Conflict, Goal Conflict and Role Conflict, Functional vs. Dysfunctional Conflict, The Conflict Process-Pondy's Model, Measurement and Diagnosis of Conflict, Conflict Resolution: Concept, Need, Methods, and Techniques.

Unit V
Team: Concept, Objectives, Teams vs. Groups, Elements and Functions of Teams, Types of Teams (Problem-Solving Teams, Self-Managed Work Teams and Cross-Functional Teams). Strategies of Building a Dynamic Team- Driving towards a Mission, striving towards Team Effectiveness, thriving on Teamwork, arriving at Peak Performance Team Decision- Making Techniques; Turning Individuals into Team Players; Contemporary Issues in Managing Teams.

Suggested Readings:
* *Seema Sanghi, Stephen P. Robbins,Timothy A. Judge (2010); Essentials of Organizational Behavior; Pearson Education; 10th Edition.*
* *Yukl, G. (1981). Leadership in Organizations, 9/e. Pearson Education India.*
* *Northouse Peter G. (2010); Leadership: Theory and Practice; Sage Publication; 5th Edition.*
* *Blake, Robert R.O, Shepherd, Herbert A. and Mouton, Jane S. (1968); Managing Intergroup Conflict in Industry; Gulf Publishing House.*
* *Morton Deutsch, Peter T. Coleman, Eric C. Marcus (2011); The Handbook of Conflict Resolution: Theory and Practice; John Wiley & Sons; 2nd Edition.*
* *Cleland, David I. (1996); Strategic Management of Teams; John Wiley and Sons.*
* *Eirene Leela Rout, Nelson Omiko (2007); Corporate Conflict Management: Concepts and Skills; PHI Learning Pvt. Ltd; 1st Edition.*
* *Susan S. Raines (2019); Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes; Rowman & Littlefield; 2nd Edition.*
* *Russell Freedman (2013); Team Management; Lulu Press, Inc,; 3rd Edition.*

- *Harigopal, K. (1995) Conflict Management - Managing Interpersonal Conflict; Oxford and PH Pub; 1st Edition.*

IMS (EL)- 401C: TALENT MANAGEMENT AND COMPETENCY MAPPING

Course Objective: It aims to impart an understanding of talent management through insights on strategies for acquisition, engagement, and retention of talent in organization. It gives insight on how to design, organize, implement, and evaluate training programmes in an organizational setting. The course aims to equip students with skills and knowledge to enable them to effectively implement a competency-based management system.

Learning Outcomes: On completion of the course, the students should be able to the students should be able to assess an organization's approach to manage talent and its alignment with business strategy, map competency based on job analysis, devise strategies for developing, engaging, and retaining talent. To develop insight on the concepts, principles, and process of training and development. The students will be able to analyse, design and implementation of competency model at various levels in an organization.

Unit I
Elements of talent Management, Talent Management System and Approach, Talent Management Assessment Tools, HR Planning, Creating a Talent Management System, Forces impacting Talent Management, Institutional Strategies for dealing with Talent Management issues, Information Technology to support Talent Management System.

Unit II
Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

Unit III
Employee Engagement: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews, Contemporary Talent Management Issues and Challenges.

Unit IV
Competency: Introduction: Concept, Definition and Characteristics of competency, Competency versus Competence, Performance versus Competency, Skills versus Competence, Behaviour indicators, Types of competencies - Generic/Specific, Threshold/Performance, and differentiating and technical, managerial and human. Competency framework - Development of Competency Framework, Lancaster Model of Managerial Competencies.

Unit V
Development of Competency Maps and Integration of Competency based HRM: Steps in development of competencies map - Studying Job, Processes, and Environment, Identifying Knowledge, Skills and Traits for each Job for creating Competitive Advantage, Creating Competency Map using Competency Matrix, Competency profiling, Competency based Selection,

Interviews, Performance Management System, Training and Development, Career Planning and Competency linked Remuneration.

Suggested Readings:
- *Lance A. Berger and Dorothy R. Berger (2008); The Talent Management Handbook, McGrawHill; 3rd Repint.*
- *Michael Armstrong (2020); A Handbook of HRM Practice; Kogan Page; 15th Edition.*
- *Jane Yarnall (2007); Strategic Career Management, Butterworth-Heinemann, UK; 1st Edition.*
- *Allan Schweyer (2004); Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning; John Wiley & Sons; 1st Edition.*
- *Jack J. Phillips and Lisa Edwards (2008); Managing Talent Retention; Pfeiffer; 1st Edition.*
- *William Macey, Benjamin Schneider, Karen Barbera, and Scott A. Young (2009); Employee Engagement; Wiley- Blackwell; 1st Edition.*
- *Emma Bridger (2018); Employee Engagement: A Practical Introduction; Kogan Page Publishers; 2nd Edition.*
- *Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.*
- *Lyle M.Spencer, Signe M. Spencer, 2008, Competence at work models for Superior Performance, Wiley India Pvt. Ltd, New Delhi.*
- *Michael Armstrong and Helen Murlis, 2005, Handbook of Reward Management, Crest Publishing House, New Delhi.*
- *Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi.*

IMS (EL)- 401D: PERFORMANCE MANAGEMENT AND HR AUDIT

Course Objective: It aims to impart an understanding of concept, process, system and strategies for managing performance of employees at different levels in organization. Further HR Audit contents and process develops insight on the evaluation aspects of HR processes and its alignment to the business.

Learning Outcomes: On completion of the course, the students should be able to understand the Theory, Concept & Good practices in the area of PMS. Also understand & appreciate the Strategic Importance of PMS in any Organisation. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Unit I
Conceptual Framework of Performance Management, Performance management process, Objectives of performance management system, Linkage of performance management system with other HR practices.

Unit II

Performance Monitoring: Assessment Centre**,** Designing and Measuring Performance (KPI & KRA)**,** Criteria for Performance Measurement**,** Setting Organizational, Team & Individual Performance Standards, Methods for Evaluating Performance, 360 Degree Appraisal, Balance Score Card.

Unit III

Performance management feedback, Performance management documentation, Managing Performance at Organization and individual level, Managing Team Performance, Performance Management Development of Program, Performance Management Training, Evaluating Performance Management, Use of technology and e-PMS, Performance management practices in Indian organizations.

Unit IV

Human Resource Audit: Introduction, Objectives, Concepts, Components, Need, Important Components of Human Resource Development Audit, HR Audit process, Need for Human Resource Audit: Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, Benefits of Human Resource Audit

Unit V

HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System, HR Audit Report – Purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement, Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting

Suggested Readings:

- *Armstrong, M. (2006); Performance management, Key Strategies and Practical Guidelines; Kogan Page, London; 3rd Edition.*
- *Bhattacharyya, D.K. (2011); Performance Management Systems and Strategies, Pearson Education, 1st Edition.*
- *Robert B. (2012); Performance Management; McGraw-Hill Education India; 2nd Edition.*
- *Rao, T.V. (2004); Performance Management and Appraisal Systems, HR tools for global competitiveness; Response Books, A division of Sage Publications.*
- *John McConnell (2011); Auditing your Human Resources Department; Harpercollins FocusNashville, United States; 2 nd Edition.*
- *T V Rao (2008); HRD Audit; Sage Publications; 2nd Edition.*
- *Paul R. Niven (2014); Balance Scorecard; John Wiley & Sons, Inc.; 1st Edition.*

IMS (MT)-401: MASTER THESIS/DISSERTATION

IMS (ID)-401A: ARTIFICIAL INTELLIGENCE IN BUSINESS

Course Objective: The objective of the course is to give the student a conceptual understanding of how AI works and how is it different from the human mind. It is further sought to enlighten the student on how the traditional business tools and practices will be affected by the AI systems. The important points regarding the challenges and the ethical dimension are also incorporated. Finally, the future of AI and the interface between consciousness and AI is brought out succinctly.

Learning Outcomes: The conceptual understanding of AI system and its difference with the human mind will help student appreciate the gravity of the implications for the business in the coming decades. Going through the instructions on the utility of AI as business tools the student would stand out as a valuable asset to their future employers. The ethical dimensions involved should also sensitize the students on the challenges involved for value-based business practices.In the frightening and uncertain times of AI era the student should find solace in the infallibilityand supremeness of human consciousness and take the AI challenge boldly and positively.

Unit I
What matters to a machine; What makes a mind; Looking into the Future; Programs that Write Programs; Four Basic Drives; The Intelligence Explosion; The Point of No Return; The Law of Accelerating Returns; The Singularitarian; The End of Human Era; The Cyber Ecosystem; Tele migration, Automation and the Transformation; Digitech Impulse.

Unit II
Market Research; Marketplace Segmentation; Raising Awareness; Social Media Engagement;In Real Life; The B2B World; The In-Store Experience; On the Phone; The Onsite Experience—Web Analytics; Merchandising; Closing the Deal; Back to the Beginning: Attribution; Growing Customer Expectations; Retention and Churn; Many Unhappy Returns; Customer Sentiment; Customer Service; Predictive Customer Service; The AI Business Platform.

Unit III
Application of AI: Finance, Manufacturing, Transportation, Energy, Healthcare, Communication, Law, and Defence. One-to-One Marketing; One-to-Many Advertising; The Four *P*s; The Customer Journey; Branding; Your Bot Is Your Brand; Marketing Mix Modelling; Econometrics; Customer Lifetime Value.

Unit IV
Machine Mistakes; Human Mistakes; The Ethics of AI; What Machines Haven't Learned Yet;How to Train a Dragon; The Human Advantage; AI to Leverage Humans; Collaboration at Work; Your Role as Manager; AI for Best Practices.

Unit V
The Path to the Future; Machine-Train Thyself; Intellectual Capacity as a Service; Data as a Competitive Advantage; How Far Will Machines Go; Computing Tomorrow; Consciousness and AI: What is Consciousness; is Consciousness beyond Science; Experimental clues about Consciousness; Theories of Consciousness; How might AI Consciousness Feel?

Suggested Readings:
* *James Barrat (2015); Our Final Invention; Pan Macmillan India, 1st Edition.*
* *Garry K &Mig G. (2017); Deep Thinking:Where Machine Intelligence Ends and Human Creativity Begins; John Murray Publications, 1st Edition.*
* *Kamal Y. (2020); Marketing Management; NRBC, 1st Edition.*
* *Jim Sterne, G.A. Poe & Gildan M. (2018); Artificial Intelligence for Marketing; Gildan Media- Audible Book, 1st Edition.*
* *Max Tegmark (2017); Life 3.0: Being Human in the Age of AI; Knopf, 1st Edition.*

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