

**ONLINE MBA**

**MASTER OF BUSINESS ADMINISTRATION –  
HUMAN RESOURCE MANAGEMENT**

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## INTRODUCTION

If not the real world, the classes of MBA are simulated as real world, making the learning close to reality. Wide range of emerging specialization areas are on offer.

### Programme Outcomes

Program outcomes are narrower statements that describe what students are expected to know and be able to do by the time of graduation. These relate to the skills, knowledge and behaviours that students acquire in their matriculation through the program

1. **Decision Making:** Developing responsiveness to contextual social issues and exploring solutions, understanding business ethics and resolving ethical dilemmas
2. **Problem Solving:** Apply analytical decision-making skills and solve problems using cross functional information and research tools
3. **Global Outlook:** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding
4. **Domain Knowledge:** Leveraging domain knowledge for organizing information, analysis and exploring business opportunities
5. **Communication:** Exercise effective written and oral communication skills for different business situations
6. **Leadership:** Demonstrate proactive leadership and build effective teams.
7. **Entrepreneurship:** Evaluate and execute ideas for entrepreneurship
8. **ICT usage:** Leverage Technology for organizing information, analysis and research

### PROGRAMME SPECIFIC OUTCOMES

1. **PSO1:** Application of management concepts and research tools to understand ever changing laws, policies and competition in world of business.
2. **PSO2:** Synthesize knowledge of different functional areas to take decisions that provide competitive edge and enable efficient execution of projects.

### SALIENT FEATURES

**Internationally Accredited:** Accredited by Accreditation Council for Business Schools and Program (ACBSP).

**Entrepreneurship:** Entrepreneurship projects are integral part of curriculum and help establish themselves as successful entrepreneurs.

**Professional Enhancement:** In addition to core curricula, course offers subjects like communication, analytical and soft skills to enhance personality and employability.

**Contemporary Curriculum:** Instill advanced knowledge about contemporary area in management such as Green Marketing

**Projects:** Opportunity to work on business projects to enhance managerial skills.

**Community Development Projects:** Opportunity to work on community development project on social issues to cultivate social sensitivity and sense of responsibility.

**Holistic Development:** Participation in technical events, sports and cultural activities help in the holistic development of students

**Case Based Teaching:** Usage of real-life case studies to provide interactive teaching and learning methodology

**PROGRAMMECODE: OL3521**

**DURATION OF THE PROGRAMME:**

**Minimum Duration** 2 years

**Maximum Duration** 4 years

**MEDIUM OF INSTRUCTION/EXAMINATION:**

Medium of instruction and Examination shall be English.

## PROGRAMME STRUCTURE

### ONLINE MBA - HUMAN RESOURCE MANAGEMENT

Term	Core Courses (CRI, CRII, CRIIIA, CRIIIB) CRI+II - (8+3) 11x4 Credits CRIIIA - 1x4 Credits CRIIIB - 1x6 Credits	Discipline Specific Electives (DSE) 6x6 Credits	Ability Enhancement Courses (AECC) 1x4 Credits	Generic Electives (GE) 2x4 Credits	Credits
<b>I</b>	Discipline Specific Core - I Discipline Specific Core - II Discipline Specific Core - III Discipline Specific Core - IV Discipline Specific Core - V				<b>20</b>
<b>II</b>	Discipline Specific Core - VI Discipline Specific Core - VII Discipline Specific Core - VIII Discipline Specific Core - IX Discipline Specific Core - X		<b>AECC-I</b> Communication for Leaders		<b>24</b>
<b>III</b>	Discipline Specific Core - XI <b>CRIIIA</b> - Seminar on Summer Training OR 1 Course from the GE Basket 1 which is not chosen as Generic Elective (GE)	<b>DSE-I</b> <b>DSE-II</b> <b>DSE-III</b>		<b>GE-I</b> (Professional Enhancement, English, Political Science, Sociology)	<b>30</b>
<b>IV</b>	<b>CRIIIB</b> - Capstone Project	<b>DSE- IV</b> <b>DSE-V</b> <b>DSE-VI</b>		<b>GE-II</b> (Professional Enhancement, English, Political Science, Sociology)	<b>28</b>
<b>Total</b>	<b>54 Credits</b>	<b>36 Credits</b>	<b>4 Credits</b>	<b>8 Credits</b>	<b>102</b>

<b>PROGRAMME SCHEME</b>						
<b>COURSE TYPE</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>Cr.</b>	<b>CA</b>	<b>ETE (Th.)</b>	<b>ETE (Pr.)</b>
<b>TERM 1</b>						
DSC-I	EACC506	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	4	30	70	0
DSC-II	EECO515	MANAGERIAL ECONOMICS	4	30	70	0
DSC-III	EMGN578	INTERNATIONAL BUSINESS ENVIRONMENT	4	30	70	0
DSC-IV	EMKT503	MARKETING MANAGEMENT	4	30	70	0
DSC-V	EMGN581	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS	4	30	70	0
<b>TERM 2</b>						
DSC-VI	EFIN542	CORPORATE FINANCE	4	30	70	0
DSC-VII	EOPR639	OPERATIONS MANAGEMENT AND RESEARCH	4	30	70	0
DSC-VIII	EMGN801	BUSINESS ANALYTICS	4	30	70	0
DSC-IX	EMGN832	RESEARCH METHODOLOGY	4	30	70	0
DSC-X	EBSL605	LEGAL ASPECTS OF BUSINESS	4	30	70	0
AECC-I	EPEL537	COMMUNICATION FOR LEADERS	4	30	70	0
<b>TERM 3</b>						
DSE-I	EHRM511	TRAINING AND DEVELOPMENT	6	30	70	0
DSE-II	EHRM516	INDUSTRIAL RELATION AND LABOUR LAWS	6	30	70	0
DSE-III	EHRM508	HUMAN RESOURCE METRICS AND ANALYTICS	6	30	70	0
DSC-XI	EMGN571	CORPORATE STRATEGY AND ENTREPRENEURSHIP	4	30	70	0
GE-I		GENERIC ELECTIVE I	4	30	70	0
CR-IIIA	EMGN583	SEMINAR ON SUMMER TRAINING	4	0	0	100
		OR Course from the GE basket 1 which is not chosen as Generic Elective (GE).	4	30	70	0
<b>TERM4</b>						
DSE-IV	EHRM627	TALENT ACQUISITION & WORKFORCE PLANNING	6	30	70	0
DSE-V	EHRM515	PERFORMANCE MANAGEMENT SYSTEMS	6	30	70	0
DSE-VI	EHRM519	COMPENSATION MANAGEMENT	6	30	70	0
GE-II		GENERIC ELECTIVE II	4	30	70	0
CR-IIIB	EMGN696	CAPSTONE PROJECT	6	0	0	100
<b>TOTAL CREDITS</b>			<b>102</b>			

GENERIC ELECTIVE (GE) BASKET (PICK ANY ONE AREA)								
S. No.	Course Code	Course Title	Area	Cr.	CA	ETE (Th.)	ETP (Pr.)	Term
1	EPEA515	ANALYTICAL SKILLS-I	Professional Enhancement	4	30	70	0	3
2	EPEA516	ANALYTICAL SKILLS-II	Professional Enhancement	4	30	70	0	4
3	EENG539	ACADEMIC ENGLISH	English Language	4	30	70	0	3
4	EENG514	INTRODUCTION TO THE STUDY OF LANGUAGE	English Language	4	30	70	0	4
5	EENG519	POST-INDEPENDENCE INDIAN LITERATURE	English Literature	4	30	70	0	3
6	EENG527	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	English Literature	4	30	70	0	4
7	EPOL525	POLITICAL INSTITUTIONS IN INDIA	Political Science	4	30	70	0	3
8	EPOL527	PUBLIC POLICY AND GOVERNANCE IN INDIA	Political Science	4	30	70	0	4
9	ESOC515	FUNDAMENTALS OF SOCIOLOGY	Sociology	4	30	70	0	3
10	ESOC506	GLOBALIZATION AND SOCIETY	Sociology	4	30	70	0	4

**Note:**

1. Students can adopt only one area from Generic Elective basket that will be applicable for the Generic Electives I and II.
2. In case of Seminar on Summer Training, student may choose one course against Seminar on Summer Training from the Generic Basket 1 which is not chosen as GE.

Course code	EACC506	Course Title	<b>FINANCIAL REPORTING, STATEMENTS AND ANALYSIS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

C01: associate accounting information for decision making in organizations

C02: analyse the cash position of an organization by evaluating cash flow from different activities

C03: identify various cost accounting techniques, cost concepts & techniques of cost control in decision making

C04: identify the accounting terminology and purpose of accounting framework

C05: evaluate how activity-based costing can be utilized in the organizations

C06: interpret the financial statements in accordance with generally accepted accounting principles

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to Accounting:</b> Introduction, Accounting Equation, Rules of Accounting, Objectives, Advantages and Limitations of Accounting, Accounting Concepts and Conventions, Accounting Terminology, Concept of IFRS and its relevance, Qualitative features of IFRS, Elements of financial statements, Difference between IFRS and GAAP.
<b>Unit 2</b>	<b>Corporate Financial Statements:</b> Features and Importance, Vertical Format of Corporate Financial Statements, Conceptual framework of depreciation and amortization
<b>Unit 3</b>	<b>Ratio Analysis:</b> Liquidity Ratios, Solvency Ratios, Profitability Ratios, Turnover Ratios, Du-Pont Analysis, Importance and Objectives.
<b>Unit 4</b>	<b>Financial Statement Analysis:</b> Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis-Horizontal Analysis, Common Size Analysis
<b>Unit 5</b>	<b>Artificial Intelligence and Analytics:</b> Finance and Accounting transformation by AI
<b>Unit 6</b>	<b>Cash Flow Statement:</b> Meaning and Significance, Construction of Cash Flow Statement, Analysis of Cash Flow Statement
<b>Unit 7</b>	<b>Basic Aspects of Cost Accounting:</b> Preparation of Cost Sheet and Estimated Cost Sheet, Meaning, Cost Concepts and Cost Classification
<b>Unit 8</b>	<b>Budgetary Control:</b> Need and Steps involved in Budgetary Control, Meaning and Types of Budgets, Preparation of Cash Budget, Preparation of Flexible Budget
<b>Unit 9</b>	<b>Inventory Valuation:</b> Methods of pricing material issues, FIFO, LIFO
<b>Unit 10</b>	<b>Marginal Costing and Profit Planning:</b> Meaning and Objectives, CVP Analysis, Break Even Point and Break Even Analysis
<b>Unit 11</b>	<b>Decision involving Alternative Choices:</b> Concept and Steps involved in Decision Making, Profit Planning, Key factor, Determination of Sales Mix, Make or Buy decision, Exploration of New Markets, Continue or Discontinue a Product Line.
<b>Unit 12</b>	<b>Transfer Pricing:</b> Meaning and Importance, Advantages and Limitations, Methods of Calculating Transfer Price
<b>Unit 13</b>	<b>Activity Based Costing:</b> Concept and Pre-requisites, Activity Based Costing versus Traditional Costing, Steps Involved in Activity Based Costing, Cost Drivers, Determination of Cost under ABC, Benefits and Limitations
<b>Unit 14</b>	<b>Responsibility Accounting:</b> Concept and Significance, Elements, Responsibility Centers.

**READINGS:**



1. MANAGEMENT ACCOUNTING by KHAN M.Y AND JAIN P.K, MCGRAW HILL EDUCATION
2. FUNDAMENTALS OF COST ACCOUNTING by WIILIAM N. LANEN, SHANNON W. ANDERSON, MICHAEL W. MAHER, MCGRAW HILL EDUCATION
3. MANAGEMENT ACCOUNTING by SHAH PARESH, OXFORD UNIVERSITY PRESS
4. A TEXTBOOK OF ACCOUNTING FOR MANAGEMENT by MAHESHWARI. S.N, MAHESHWARI SHARAD.K, MAHESHWARI SUNEEL.K, VIKAS PUBLISHING HOUSE
5. ACCOUNTING FOR DECISION MAKING by NEEDLES BELVERD. E, CENGAGE LEARNING
6. FINANCIAL ACCOUNTING FOR MANAGEMENT: AN ANALYTICAL PERSPECTIVE by GUPTA AMBRISH, PEARSON

<b>Course code</b>	<b>EECO515</b>	<b>Course Title</b>	<b>MANAGERIAL ECONOMICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(T</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

CO1: apply economic principles to management decisions.

CO2: evaluate the managerial decisions making around the theory of the firm with application in a globalized economy

CO3: evaluate possible strategies in the event a firm is one of just a few companies in a market

CO4: examine a comprehensive understanding of the current issues influencing economic development of India

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Nature and Scope of Managerial Economics:</b> definition and scope of managerial economics, basic process of decision making in economics, existence of firm and its functions
<b>Unit 2</b>	<b>Demand and supply analysis:</b> determinants of demand and supply, individual and market demand and supply, market equilibrium
<b>Unit 3</b>	<b>Demand Estimation:</b> relevance of demand estimation for a firm, demand forecasting using qualitative forecast and time series analysis
<b>Unit 4</b>	<b>Cost Theory and Estimation:</b> short run cost functions, long run cost curves, economics of scale, learning curves
<b>Unit 5</b>	<b>Production Theory:</b> production function with one and two variables inputs, optimal combination of inputs, returns to scale
<b>Unit 6</b>	<b>Market Structure:</b> introduction to market structure, price and output determination under perfect competition, monopoly and monopolistic competition
<b>Unit 7</b>	<b>Oligopoly:</b> meaning and sources, cartelization and price leadership under oligopoly
<b>Unit 8</b>	<b>Game Theory:</b> meaning and types of games, dominant strategy and Nash equilibrium, prisoner's dilemma, mixed strategy
<b>Unit 9</b>	<b>Indian Economy Since Colonialism:</b> colonialism and development of the Indian economy, trends and composition of national income
<b>Unit 10</b>	<b>Human Development:</b> human development index, characteristics of developing world, state of human development in India
<b>Unit 11</b>	<b>Structure of Indian Economy:</b> introduction to agriculture, industrial sector and service sector, poverty and inequality, emerging energy-economy-environment regulatory framework
<b>Unit 12</b>	<b>Economic Reforms:</b> introduction to reforms, economic reforms for financial sector performance, agriculture, industry and services
<b>Unit 13</b>	<b>Monetary Policy:</b> concept and meaning, objectives, tools of monetary, role of monetary policy after the period of economic reforms, inflation and monetary policy
<b>Unit 14</b>	<b>Fiscal policy:</b> concept and meaning, objectives, tools of fiscal policy, role of fiscal policy after the period of economic reforms, inflation and fiscal policy

**READINGS:**

1. Managerial Economics- Principles and Worldwide Applications By Salvatore, Dominick and Rastogi, Siddhartha K., Oxford University Press.
2. Indian Economy By Gaurav Dutt , Ashwani Mahajan, S. Chand Publishing
3. Managerial Economics: An Integrative Approach By Hirshey, Mark, Cengage Learning
4. Indian Economy Performance and Policies, By Uma Kapila, Academic Foundation

<b>Course code</b>	<b>EMGN578</b>	<b>Course Title</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

- C01: analyze business environment and trends to take decisions with respect to international business operations  
C02: interpret and apply international trade theories in international business operations  
C03: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange  
C04: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources  
C05: develop responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas  
C06: identify aspects of the global business and cross-cultural understanding

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	Overview of international business environment: Globalization and international Business; introduction to international business, types of international business
<b>Unit 2</b>	Components of international Business environment: social environment, political and legal environment, economic environment, technological environment
<b>Unit 3</b>	The external environment and challenges: assessing risk in international business, Recent world trade and foreign Investment trends, environment Influence on Trade and investment patterns
<b>Unit 4</b>	International Trade theories: theory of absolute advantage, theory of comparative advantage, factor proportion theory, the diamond model of national competitive advantage, factor mobility theory
<b>Unit 5</b>	Protectionism and trading environment: Globalization trends and challenges; environment for foreign trade and investment, governmental influence on trade and investments; tariff and non-tariff barriers
<b>Unit 6</b>	Economic Integration and Co-operation: cross national cooperation and agreements, Role of international organizations: WTO, IMF, Regional Economic Integrations
<b>Unit 7</b>	International financial markets: foreign exchange market mechanism, exchange rate arrangement, determinants of exchange Rates, exchange rate movements and their impact
<b>Unit 8</b>	Global Debt and Equity Markets: Euro Currency market, offshore financial centres, International Banks, Non-Banking Financial service firms; stock markets
<b>Unit 9</b>	Global Competitiveness: Export Management, Technology and global Competition, world economic growth and the environment
<b>Unit 10</b>	Internationalization strategies: Theories of internationalization, Modes of operations in International Business, export and import strategy
<b>Unit 11</b>	Forms and Ownership of Foreign Production: Types of collaborative arrangements; Licensing, joint ventures & consortium approaches, Managing International Collaborations
<b>Unit 12</b>	International business diplomacy: Negotiating an International business, issues in asset protection, Multilateral sentiments

<b>Unit 13</b>	Country evaluation and selection: Opportunity and risk matrix, analysis of Macro and micro indicators, country comparison tools
<b>Unit 14</b>	Globalization and society: globalization with social responsibility, Ethical Dimensions of Labor Conditions, Ethics and the Environment, legislation for anti-competitive and unfair trade practices

**READINGS:**

1. Daniels, Radebaugh, Sullivan & Salwan, International Business Environments and Operations by Pearson
2. International Business - Competing in the Global marketplace by Charles W Hill, Arun Kumar Jain, McGraw Hill

<b>Course code</b>	<b>EMKT503</b>	<b>Course Title</b>	<b>MARKETING MANAGEMENT</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

### Course Outcomes

CO1: analyze and respond to environmental and competitive changes, their impact on marketing planning, strategies and practices

CO2: apply the conceptual frameworks, theory and techniques to various marketing contexts

CO3: prepare marketing and sales plan appropriate to the needs of customers and contexts

CO4: determine strategies for developing new products and services that are consistent with evolving market needs

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction:</b> market and marketing, definition, nature and scope of marketing, exchange process, functions of marketing, core marketing concepts
<b>Unit 2</b>	<b>Marketing orientations:</b> evolution of modern marketing concept, holistic marketing concepts, new marketing orientations selling vs. marketing
<b>Unit 3</b>	<b>Marketing mix:</b> 7 P's & 7 C's of Marketing, 4 A's of Marketing, customer quality, value and satisfaction, Michael E. Porters chain analysis model
<b>Unit 4</b>	<b>Marketing environment:</b> Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions
<b>Unit 5</b>	<b>Consumer behaviour:</b> buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process
<b>Unit 6</b>	<b>Segmentation decisions:</b> market segmentation, characteristics of a segment, bases for segmenting a consumer market, levels of market segmentation, factors influencing selection of market segments
<b>Unit 7</b>	<b>Targeting and positioning:</b> Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process
<b>Unit 8</b>	<b>Product decisions:</b> concept and classification, layers of products, major product decisions, product-mix, new product development stages, packaging and labelling, product life cycle (PLC) – concept and appropriate strategies adopted at different stages
<b>Unit 9</b>	<b>Pricing decisions:</b> pricing – objectives, price sensitivity, factors affecting price of a product, pricing methods and strategies, ethical issues in product and pricing decisions
<b>Unit 10</b>	<b>Distribution planning:</b> channels of distribution – concept and importance, different types of distribution middlemen and their functions, selection, motivation and performance appraisal of distribution middlemen
<b>Unit 11</b>	<b>Distribution decisions:</b> decisions involved in setting up the channel, channel management strategies, distribution logistics – concept, importance and major logistics decisions, channel integration and systems, ethical issues in distribution decisions
<b>Unit 12</b>	<b>Distribution decisions:</b> retailing and wholesaling, types of retail formats, retail theories, retailing strategies, non-Store retailing, wholesaling – nature and importance, types of wholesalers, developments in retailing and wholesaling in indian perspective

<b>Unit 13</b>	<b>Promotion decisions:</b> role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion mix, factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media
<b>Unit 14</b>	<b>Trends in marketing:</b> service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing

**READINGS:**

1. Kotler, P. & Keller, K. L. (2017). Marketing Management. Pearson
2. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). Basic Marketing. McGraw-Hill Education
3. Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). Marketing Concepts and Cases. Tata McGraw Hill

<b>Course Code</b>	<b>EMGN581</b>	<b>Course Title</b>	<b>ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

**CO1:** enumerate the concept of management practices and organizational behavior

**CO2:** develop and sharpen acumen of how different management thoughts can be used to improve organization functioning

**CO3:** analyze the importance of management practices and important organizational behavior dimensions at different levels of organization

**CO4:** appraise the dynamics of industrial relations and to manage them as per statutory regulations

**CO5:** apply human resource management functions to handle emerging issues

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Organizational behavior:</b> relationship between management and organization behavior, model of OB and contributing disciplines to the OB field <b>Foundations of individual behavior:</b> values, attitude and job satisfaction, theories of learning and behavior modification
<b>Unit-2</b>	<b>Personality:</b> theories of personality and its assessment, transactional analysis and attribution theory of perception <b>Emotions:</b> emotional intelligence and affective events theory of emotion <b>Motivation:</b> early and contemporary theories of motivation
<b>Unit-3</b>	<b>Group dynamics:</b> group dynamics and its significance, types of groups, formation and stages of group development, group performance factors <b>Team development:</b> team formation, its types and difference between group and team
<b>Unit-4</b>	<b>Organizational conflict and negotiations:</b> conflict sources, types and levels of conflict, traditional and modern approaches to conflict, resolution of conflict through negotiation <b>Stress:</b> sources and consequences of stress, stress management techniques
<b>Unit-5</b>	<b>Introduction:</b> External and Internal Forces of environment affecting HRM, Objectives and functions of HRM. <b>Human Resource Planning:</b> HRP process, Barriers and Prerequisites for Successful HRP.
<b>Unit-6</b>	<b>Job Analysis:</b> Methods of Collecting Job Data, Potential Problems with Job Analysis, Job Design and its approaches, Process of Job Analysis
<b>Unit-7</b>	<b>Recruitment &amp; Selection:</b> Meaning, Recruitment process, Recruitment Methods, Challenges in India and Selection Process
<b>Unit-8</b>	<b>Talent Management:</b> talent management, talent retention, talent acquisition and sources of talent acquisition <b>Orientation, induction and placement:</b> process of orientation, induction and placement programme, Evaluation of Orientation Programme
<b>Unit-9</b>	<b>Training and Development:</b> employee training, difference in training and development, methods of training, methods of management development, people capability maturity model
<b>Unit-10</b>	<b>Career planning and management:</b> career management, process of career planning, challenges in career planning



<b>Unit-11</b>	<b>Performance management system:</b> performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling
<b>Unit-12</b>	<b>Compensation management:</b> types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe benefits, employee engagement and retention.
<b>Unit-13</b>	<b>Managing industrial relations:</b> major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure
<b>Unit-14</b>	<b>Industrial Disputes:</b> industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India

#### **READINGS:**

1. Organizational Behaviour By Stephen P. Robbins. Timothy A. Judge. Neharika Vohra, Pearson
2. Management by Management By Stephen P. Robbins. Mary Coulter. Neharika Vohra, Pearson
3. Human Resource Management By Dessler, G. And Varkkey, B, Pearson

<b>Course Code</b>	<b>EFIN542</b>	<b>Course Title</b>	<b>CORPORATE FINANCE</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

**CO1:** understanding finance function with respect to its evolution and growth

**CO2:** understanding the concept of Time Value of Money and interpreting the results based on calculations.

**CO3:** analyzing financing needs of the businesses and designing an optimum capital structure

**CO4:** understanding the retention and distribution of profits and impact on business valuation.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Financial Management:</b> An Overview, evolution of finance, the basic goal: creating shareholder value, agency issues, business ethics and social responsibility
<b>Unit-2</b>	<b>Sources of Finance:</b> Long term and Short-term sources of finance- Ordinary shares, Preferences shares, redeemable irredeemable debentures, Debt vs. Equity.
<b>Unit-3</b>	<b>Money Market Instruments:</b> Treasury Bills, Commercial Papers, Certificate of Deposits, Treasury Management and Treasury Operations in corporate. External Commercial Borrowings, Financing for MSMEs
<b>Unit-4</b>	<b>Time Value of Money concept:</b> Compounding and discounting, Future value and Present value, Annuities, Effective interest rates
<b>Unit-5</b>	<b>Investment Decisions:</b> Capital Budgeting Decisions, Rationale of Capital Budgeting, Non-Discounting Capital Budgeting Techniques - Payback period, Profitability Index, Accounting Rate of Return
<b>Unit-6</b>	<b>Investment Decisions:</b> Discounting Techniques of Capital Budgeting - NPV, IRR, Discounting Payback Period Method, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach
<b>Unit-7</b>	<b>Cost of Capital:</b> Meaning and Concept, Cost of Debt, Cost of Equity, Cost of Retained Earnings, Calculation of WACC, International Dimensions in Cost of Capital
<b>Unit-8</b>	<b>Financing Decisions:</b> Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress.
<b>Unit-9</b>	<b>EBIT-EPS Analysis:</b> Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.
<b>Unit-10</b>	<b>Dividend Decisions:</b> Factors determining Dividend Policy, Theories of Dividend Gordon Model, Walter Model, MM Hypothesis
<b>Unit-11</b>	<b>Forms of Dividend:</b> Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.
<b>Unit-12</b>	<b>Working Capital Management:</b> Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management
<b>Unit-13</b>	<b>Corporate Governance:</b> Value-based Corporate culture, Disclosures, transparency and accountability, Corporate Governance and Human Resource Management, Evaluation of performance of board of directors, Succession planning, Public sector undertakings and corporate governance, Insider trading, Lessons from corporate failure
<b>Unit-14</b>	<b>Economic outlook and Business Valuation:</b> Impact of changing business environment on corporate valuation, climate change and corporate valuation, Business sustainability and corporate valuation, Role of environmental, social, and governance (ESG) factors in

**READINGS:**

1. FUNDAMENTALS OF CORPORATE FINANCE by JONATHAN BERK, PETER DeMARZO & JARRED HARDFORD, PEARSON
2. CORPORATE FINANCE by STEPHEN A. ROSS, RANDOLPH W. WESTERFIELD & JEFFREY JAFFE, MCGRAW HILL

<b>Course Code</b>	<b>EOPR639</b>	<b>Course Title</b>	<b>OPERATIONS MANAGEMENT AND RESEARCH</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

C01: analyze how to optimally utilize the resources.

C02: apply the concepts in solving real life problems.

C03: adapt different opinions and make correct judgment.

C04: apply mathematical models to a given problem.

C05: analyze the various decision-making environments and the tools applicable to them

<b>Unit No.</b>	<b>Contents</b>
<b>Unit- 1</b>	<b>Introduction to Operations Management and Research:</b> introduction and scope of operation management, emerging issues in operations management, history of operations research, definitions and features of operations research approach, models and modelling in operations research, applications of operations research
<b>Unit- 2</b>	<b>Forecasting:</b> introduction, features and elements of forecasting, forecast based on judgment and opinion, forecast based on time-series data, associative forecasting techniques, concept of forecasting errors
<b>Unit- 3</b>	<b>Design and layout:</b> production of goods versus delivery of services, product-process matrix, design process, product design, service design, process types, product and service profiling, automation, facility layout, line balancing
<b>Unit- 4</b>	<b>Location planning and analysis:</b> need and nature of location decisions, factors that affect location decisions, evaluating location alternatives
<b>Unit- 5</b>	<b>Management of quality:</b> defining quality-dimensions of quality, determinants of quality, the cost of quality, quality tools, total quality management, inspection, control charts for variables (mean and range chart), control charts for attributes (p-chart, c-chart), run test
<b>Unit- 6</b>	<b>Planning:</b> Aggregate Production Planning; Master Production Schedule and MRP, MRP-II, ERP
<b>Unit- 7</b>	<b>Inventory management:</b> nature and importance of inventories, inventory counting systems and inventory costs, economic production quantity, quantity discounts, EOQ model
<b>Unit- 8</b>	<b>Supply chain management:</b> need, elements, and benefit of effective SCM, logistics and reverse logistics, requirements, and steps for creating an effective supply chain, lean vs. agile supply chains
<b>Unit- 9</b>	<b>JIT and lean operations:</b> goals and building blocks of lean systems
<b>Unit- 10</b>	<b>Linear Programming:</b> general mathematical model of linear programming, linear programming formulation, graphical solution, simplex method, Big M method, special cases
<b>Unit- 11</b>	<b>Assignment and transportation problem:</b> Hungarian Assignment Model (HAM), special cases in assignment problem, Initial Basic Feasible Solution (IBFS) i.e. NWCM, LCM and VAM Method, optimization using stepping stone and MODI, special cases including concept of degeneracy
<b>Unit- 12</b>	<b>Project Management and Queuing Theory:</b> difference between PERT and CPM, PERT problem with three time estimates and concept of probability, basic concepts and parameters of a queuing model, m/m/1 model characteristics
<b>Unit- 13</b>	<b>Game Theory:</b> basics, saddle point, mixed strategies including odds, dominance, sub games and graphical method

<b>Unit- 14</b>	<b>Decision Theory:</b> basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty, concept of decision trees, decision tree analysis
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**READINGS:**

1. OPERATIONS MANAGEMENT by WILLIAM J STEVENSON, MCGRAW HILL EDUCATION
2. OPERATIONS MANAGEMENT by NORMAN GAITHER, GREGORY FRAZIER, CENGAGE LEARNING

<b>Course code</b>	<b>EMGN801</b>	<b>Course Title</b>	<b>BUSINESS ANALYTICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

CO1: apply quantitative modelling and data analysis techniques to problems of real world.

CO2: employ best practices in data visualization to develop charts, maps, tables, and other visual representations techniques to communicate findings to diverse audiences.

CO3: identify and describe complex business problems in terms of analytical models

CO4: apply appropriate analytical methods to find solutions to business problems that achieve stated objective

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Business analytics and summarizing business data-</b> overview of business analytics: scope, application, R-studio environment for business analytics, basics of R: packages, vectors, datatypes and data structures
<b>Unit 2</b>	<b>Summarizing business data-</b> one variable and two variables statistics, concept of pipes operator, functions to summarize variables: select, filter, mutate, arrange, summarize and group by
<b>Unit 3</b>	<b>Business data visualization-</b> basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition
<b>Unit 4</b>	<b>Business forecasting using time series-</b> time series modelling, exploration of time series data using R, ARIMA, GARCH, VAR methodologies for time series analysis
<b>Unit 5</b>	<b>Business prediction using generalised linear models-</b> logistic regression and statistical inference with application, survival analysis and its application
<b>Unit 6</b>	<b>Machine learning for business-</b> supervised models: K-NN and decision trees, unsupervised models: K-means and hierarchical clustering, classification and prediction accuracy
<b>Unit 7</b>	<b>Text analytics for business-</b> creating and refining text data, inferences through graphs, topic modelling and TDM analysis, sentiment analysis
<b>Unit 8</b>	<b>Business intelligence-</b> introduction to business intelligence, role of data and data base management, role of data mining in business strategy
<b>Unit 9</b>	<b>Data visualization-</b> role of visualization in business intelligence, introduction to charts, graphs and maps
<b>Unit 10</b>	<b>Data environment and preparation-</b> managing metadata, extracts and live data, cross database joints and union
<b>Unit 11</b>	<b>Data blending-</b> data prep with text and excel files, understating data types, extracting data from various file formats
<b>Unit 12</b>	<b>Design fundamentals and visual analytics-</b> filters, sorting, groups and sets, interactive filters, forecasting, use of tooltip, reference line, parameter, drill down and hierarchies
<b>Unit 13</b>	<b>Decision analytics and calculations-</b> types of calculations, logic calculations (including if comment, nested if command etc.), data calculations, string calculations
<b>Unit 14</b>	<b>Mapping-</b> role of maps in business intelligence and visualization, editing unrecognized locations

**READINGS:**

1. R FOR EVERYONE: ADVANCED ANALYTICS AND GRAPHICS by JARED P. LANDER, PEARSON
2. VISUAL DATA STORYTELLING WITH TABLEAU by LINDY RYAN, PEARSON
3. TEXT MINING WITH R: A TIDY APPROACH by JULIA SILGE AND DAVID ROBINS, SHROFF PUBLISHERS & DISTRIBUTORS PVT. LTD
4. MASTERING TABLEAU by DAVID BALDWIN AND MARLEEN MEIER, PACKT PUBLISHING

<b>Course code</b>	<b>EMGN832</b>	<b>Course Title</b>	<b>RESEARCH METHODOLOGY</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

CO1: identify critical thinking and scientific approaches to formulate research problems

CO2: describe research design approaches, methods and conceptual differences to apply across different research contexts

CO3: generalize familiarity with a phenomenon or to achieve new insights into it.

CO4: interpret results generated from data analysis and report the findings.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Background of research-</b> Developing research proposals, research paradigms-contributions of research to theory and practice and research ethics
<b>Unit 2</b>	<b>An introduction to research-</b> Meaning, process, defining, research problem: selection, understanding and necessity of defined problem, research design, need and types of Research Design.
<b>Unit 3</b>	<b>Reviewing Literature-</b> Identifying, accessing and managing sources of information and scholarly literature, academic writing and referencing and steps in literature review development
<b>Unit 4</b>	<b>Types of data in research-</b> Primary and secondary data and sources, nature of qualitative and quantitative research, data and variables used in qualitative and quantitative methods, writing up qualitative research
<b>Unit 5</b>	<b>Sampling design-</b> Sampling design process, characteristics of good sample, types of sampling design, sampling techniques- random and non-random
<b>Unit 6</b>	<b>Measurement and scaling technique:</b> Tools of sound measurement, techniques of developing measurement tools, scaling meaning and important scaling techniques, statistical properties of different scales
<b>Unit 7</b>	<b>Data collection methods-</b> Observation, experimentation and survey methods, questionnaire: introduction, design process and coding the questionnaire
<b>Unit 8</b>	<b>Descriptive statistics and time series-</b> Measures for central tendency- ungrouped and ungrouped data, dispersion and distribution, index number and time series analysis
<b>Unit 9</b>	<b>Hypothesis testing-</b> Hypothesis definition and process, types and hypothesis testing procedure for t and z tests differences for single, two populations and paired sample.
<b>Unit 10</b>	<b>Test of association-</b> Correlation coefficient- Spearman rank and Karl's Pearson and test of association between nominal data- Chi-square test
<b>Unit 11</b>	<b>Analysis of Variance (ANOVA) and prediction techniques-</b> Analysis of variance for mean difference, reliability and validity, bivariate regression and multiple regression analysis
<b>Unit 12</b>	<b>Multivariate analysis-</b> Classification, important methods of factor analysis, factor analysis procedure, rotation in factor analysis, overview of cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis.
<b>Unit 13</b>	<b>Reporting a quantitative study-</b> Technique and precaution of interpretation, significance of report writing, layout and types of report.
<b>Unit 14</b>	<b>Writing research proposal-</b> Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management- Presentation and defense of proposals.



## **READINGS**

- 1. BUSINESS RESEARCH METHODS by NAVAL BAJPAI, PEARSON**
- 2. MARKETING RESEARCH by NARESH K MALHOTRA, PEARSON**
- 3. MARKETING RESEARCH: TEXT AND CASES by NARGUNDKAR, R., MCGRAW HILL EDUCATION**

<b>Course code</b>	<b>EBSL605</b>	<b>Course Title</b>	<b>LEGAL ASPECTS OF BUSINESS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

CO1: apply the statutory provisions related to Contract Act and Sales of Goods Act in business organizations.

CO2: use legal rights and remedies by applying the provisions related to Consumer and Intellectual Property Rights.

CO3: analyze the legal issues related to Negotiable Instruments

CO4: interpret the legal implications of FEMA and Competition Act in designing various business policies and strategies.

CO5: develop the understanding of Company form of business organization from its incorporation to winding up

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Indian Contract Act, 1872:</b> essentials of contract, kinds of contract, free consent, discharge of contract, breach of contract
<b>Unit 2</b>	<b>Sale of Goods Act, 1930:</b> contract of sale, conditions and warranties, rights of unpaid seller
<b>Unit 3</b>	<b>Consumer Protection Act 2019:</b> introduction and objectives, rights of consumers, redressal machinery
<b>Unit 4</b>	<b>Intellectual Property Rights:</b> patents, copyrights and trademarks, trade secret, geographical indications, traditional knowledge digital library, intellectual property infringement
<b>Unit 5</b>	<b>Negotiable Instruments Act, 1881:</b> characteristics and kinds of Negotiable Instruments, comparison between promissory note, bill of exchange and cheque
<b>Unit 6</b>	<b>FEMA Act, 1999:</b> introduction, definitions, regulation and management of Foreign Exchange
<b>Unit 7</b>	<b>Competition Act, 2002:</b> definitions, anti-competitive agreements, abuse of dominant position, Combinations
<b>Unit 8</b>	<b>Companies Act,2013 (preliminary):</b> company and its characteristics, kinds of companies, limited liability partnership, formation of a company
<b>Unit 9</b>	<b>Company Documents:</b> Memorandum of Association, Articles of Association, Doctrine of constructive Notice, Doctrine of Indoor management
<b>Unit 10</b>	<b>Prospectus:</b> types of prospectus, legal consequences of mis-statement in prospectus
<b>Unit 11</b>	<b>Raising of Capital:</b> Share and share capital, Alteration of share capital, Borrowing powers and charges
<b>Unit 12</b>	<b>Company Management:</b> appointment and removal of directors
<b>Unit 13</b>	<b>Company Meetings:</b> essentials of a valid meeting and types of meeting
<b>Unit 14</b>	<b>Company winding up:</b> modes of winding up under IBC Act and compulsory winding up under Companies Act, 2013

**READINGS:**

1. ELEMENTS OF BUSINESS LAW by N.D KAPOOR, SULTAN CHAND & SONS (P) LTD.

**References:**

1. A TEXTBOOK OF COMPANY LAW by P P S GOGNA, S Chand Publishing
2. A HANDBOOK ON CORPORATE AND OTHER LAWS by CA CS MUNISH BHANDARI, Bestword Publications Pvt. Ltd.
3. LEGAL ASPECTS OF BUSINESS: CONCEPTS AND APPLICATIONS by PARUL GUPTA, VIKASPUBLISHING HOUSE

<b>Course code</b>	<b>EPEL537</b>	<b>Course Title</b>	<b>Communication for Leaders</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

- CO1: develop critical thinking skills employed in small groups and public speaking  
CO2: compose business communication documents with structural precision and verbal accuracy  
CO3: formulate business queries and respond to any reason related to business situation  
CO4: use semantic and syntactic structure as per the advanced level of Common European Framework  
CO5: employ their reading speed and comprehension of business articles  
CO6: demonstrate consistent and appropriate language use in extended conversations and discussions

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Listening- understanding vocabulary and context:</b> matching phrases and words with definitions, taking notes and completing them, understanding phrases and expressions in context
<b>Unit 2</b>	<b>Listening for Details:</b> filling missing details, interpreting listening tracks, identifying key and supporting ideas, taking detailed notes on information
<b>Unit 3</b>	<b>Tenses, Clauses and transitional words or phrases:</b> usage of defining and non-defining relative clauses, pronoun problems, usage of as or like, future time clauses, usage of tenses, infinitives, reference devices, position of adverbs, transitional markers,
<b>Unit 4</b>	<b>Sentences:</b> cleft sentences, synthesis of sentences, complex sentences, conditional sentences, alternatives to if
<b>Unit 5</b>	<b>Vocabulary:</b> one word substitution for a definition, abbreviations, antonyms, synonyms, connotative and denotative meanings, contextual use of words and phrases, substitution, collocation, concession words and phrases
<b>Unit 6</b>	<b>Idioms and Proverbs:</b> phrasal verbs, meaning and usage of idioms and proverbs, formal and informal usage of language
<b>Unit 7</b>	<b>Reading Skills:</b> types of texts – narrative, descriptive, extrapolative, essential skills for reading comprehension – decoding, fluency, vocabulary, reasoning and background knowledge, reading techniques
<b>Unit 8</b>	<b>Comprehension Skills:</b> identifying errors and superfluous words, identifying co-relation of sentences and paragraphs, finding supporting ideas, identifying purpose, different strategies of comprehension, reading texts of different genres and of varying length, reading and interpreting non-linguistic texts, reading and understanding incomplete texts
<b>Unit 9</b>	<b>Group Discussion:</b> brainstorming ideas, taking stance, working in groups and enacting roles, showing agreement and disagreements, discussing possible scenarios, discussing various business possibilities, argument building for persuasion
<b>Unit 10</b>	<b>Presentation Skills:</b> do's and don'ts of presentation skills, presenting information and business proposals, making a short talk
<b>Unit 11</b>	<b>Role Play and debate:</b> useful vocabulary and phrases, assuming and reacting in different business scenarios, interviewing a partner, debate, group-forecasting, negotiation skills, debating pros and cons of a business decision
<b>Unit 12</b>	<b>Writing Techniques and Strategies:</b> types of writing, cohesion and coherence, expansion of ideas, thesis sentence, expansion of given sentence, reorganizing jumbled sentences into a coherent paragraphing, writing style and techniques

<b>Unit 13</b>	<b>Writing:</b> summarizing, explanation of points, paragraph writing, précis writing, essay writing
<b>Unit 14</b>	<b>Business Correspondence:</b> formats of business correspondence, writing and replying to memo, notice, note, letter, report, and proposal

**Readings:**

1. BUSINESS BENCHMARK- ADVANCED by GUY BROOK- HART, CAMBRIDGE PUBLICATIONS
2. ADVANCED ENGLISH GRAMMAR by MARTIN HEWINGS, CAMBRIDGE UNIVERSITY PRESS
3. THE MCGRAW-HILL HANDBOOK OF ENGLISH GRAMMAR AND USAGE by MARK LESTER, LARRY BEASON, MC GRAW HILL

<b>Course code</b>	<b>EMGN571</b>	<b>Course Title</b>	<b>CORPORATE STRATEGY AND ENTREPRENEURSHIP</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

### Course Outcomes

CO1: integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations

CO2: appraise the importance of environmental and industry analysis in formulating strategy

CO3: analyze the role of marketing, accounting, finance, operations management and human resource management in strategy formulation

CO4: evaluate the role of leadership, organizational structure and organizational culture in strategy-implementation

CO5: analyse the business environment and identify the opportunities for starting up a venture.

CO6: develop marketing plan, operations plan, HR plan and financial plan for new business ventures

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Strategic management:</b> strategic decisions, strategic management process <b>Strategic intent:</b> mission, vision, goals and objective
<b>Unit 2</b>	<b>External analysis:</b> remote environment, industry environment, EFE Matrix, CPM Matrix <b>Internal analysis:</b> SWOT analysis, IFE Matrix, Value chain analysis, resource-based view of the firm, benchmarking
<b>Unit 3</b>	<b>Corporate level strategies:</b> growth strategy, integration strategy, diversification strategy, turnaround strategy, defensive strategy
<b>Unit 4</b>	<b>International strategy:</b> globalization of firms, global strategic planning, competitive strategies for firms in foreign markets, strategies for emerging markets
<b>Unit 5</b>	<b>Business level strategy:</b> cost leadership, differentiation, focus
<b>Unit 6</b>	<b>Multi-business strategy:</b> portfolio approach, BCG growth-share matrix, IE matrix, synergy approach, parenting framework, patching approach Strategy implementation: nature of strategy Implementation, matching structure with strategy, creating a strategy supportive culture
<b>Unit 7</b>	<b>Evaluation and control:</b> nature of strategy evaluation, strategy evaluation framework, strategic control, balanced scorecard Contemporary Issues: corporate governance, business ethics, social responsibility, environmental sustainability
<b>Unit 8</b>	<b>Strategic management and Entrepreneurship:</b> strategic management for start-ups, strategies for growing and maturing businesses, strategies for technology-oriented businesses
<b>Unit 9</b>	<b>Latest Trends in entrepreneurship:</b> social entrepreneurship, women entrepreneurship, intrapreneurship, challenges and strategic solutions for problems faced by entrepreneurs in India.
<b>Unit 10</b>	<b>Overview of business plan:</b> components of a business plan, business ideas, business ideas selection, feasibility study, legalities involved for business plan, forms of ownership, SWOT Analysis
<b>Unit 11</b>	<b>Strategic Marketing plan:</b> segmentation, targeting, positioning, marketing mix (7P), product mix, promotions mix, Pricing strategies
<b>Unit 12</b>	<b>Strategic Operations plan:</b> people and suppliers, manufacturing or outsourcing, plant size,

	location decision, inventory management
<b>Unit 13</b>	<b>Strategic Human resources plan:</b> manpower planning, organization structure, recruitment, selection, training and development, motivational techniques, performance appraisal
<b>Unit 14</b>	<b>Strategic Financial plan:</b> capital requirement, sources of funds, break even analysis, balance sheet, cash flows, payback period, ROI (return on investment)

**READINGS:**

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION
2. STRATEGIC MANAGEMENT by HITT, IRELAND, HOSKISSON, MANIKUTTY, CENGAGE LEARNING

<b>Course code</b>	<b>EHRM511</b>	<b>Course Title</b>	<b>TRAINING AND DEVELOPMENT</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

CO1: describe the key concepts associated with learning and development

CO2: enumerate the training process and the various methods of training for various categories of employees

CO3: identify training needs of various categories of employees in a variety of organizational contexts

CO4: examine the impact of training on various organizational and HR aspects

CO5: develop the training process of various categories of employees in a variety of organizational contexts

CO6: transfer the training program from variety of organizational contexts

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to Employee Training and Development:</b> Concept of Training and Development, Designing Effective Training, Snapshot of Training, organizational characteristics that influence training
<b>Unit 2</b>	<b>Strategic Training &amp; Development:</b> The Strategic Training and Development Process, Training Need in different Strategies, Marketing of Training function, Outsourcing of training Function
<b>Unit 3</b>	<b>Training need Assessment:</b> Need and Methods of Need Assessment, Need Assessment Process, Scope of Need Assessment
<b>Unit 4</b>	<b>Training Design:</b> Understanding & Developing the Objectives of Training, competency models, transfer of training, Considerations in Designing Effective Training Programs
<b>Unit 5</b>	<b>Program Design:</b>
<b>Unit 6</b>	Introduction of program design, program design implications for transfer of training, using knowledge management for learning
<b>Unit 7</b>	<b>Learning:</b> Key components of learning, forces influencing learning, Learning Process, Learning Theories, Instructional Emphasis of Learning outcomes
<b>Unit 8</b>	<b>Training Modules:</b> Developing training modules including training objectives, lesson plan and learning climate
<b>Unit 9</b>	<b>Training &amp; Development Methods:</b> Traditional training methods: On the job and Off the job training methods: Lecture method, Simulation, Case-study, special projects, Games, Action Maze, Role Play, Team Building, and Sensitivity Training; Contemporary Methods of Training including E-learning and Use of technology: Technology's Influence on Training and Learning, Experiential Learning, Computer Based Training, Training for change, Learning Organization, Future trends of training and development; relationship between development, training and careers, e-training and virtual tools, Role of AI in employee training
<b>Unit 10</b>	<b>Training Evaluation:</b> Overview of Evaluation Process, Reasons for evaluating training, Methods of evaluating effectiveness of Training Efforts; Kirkpatrick model of training effectiveness, designs and statistical tools used for training evaluation, outcomes used and their appropriateness in training evaluation, measuring human capital and training activity
<b>Unit 11</b>	<b>Problems in Evaluation:</b> Problems of Measurement and Evaluation; Costing of training,



	measuring costs and benefits of training program, determining return on investment, obtaining feedback of trainees; Training issues resulting from the external environment and internal needs of the company
<b>Unit 12</b>	<b>Employee Development:</b> Introduction, Approaches to Employee Development, The Development Planning Process, Company Strategies for providing Development, Types of MDPs, EDPs/Seminars and Conferences
<b>Unit 13</b>	<b>Career Management:</b> Need for and Importance of Career Management, Protean versus Traditional Career, Role of Employees, Managers, Human resource managers, and the company in the career Management, Evaluating Career management System
<b>Unit 14</b>	<b>Career Development:</b> A Model of Career Development, Career paths and developing dual career options, Career portfolio, Balancing work and life
<b>Unit 15</b>	<b>Training and Development Methodologies:</b> Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning curve, learning management system
<b>Unit 16</b>	<b>Criteria for Training Method Selection:</b> Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.
<b>Unit 17</b>	<b>Employee coaching and performance management:</b> Coaching to improve poor performance, coaching analysis. Employee counseling for development: Overview of counseling programmes, employee assistance programme, stress management, employee wellness and health promotion.
<b>Unit 18</b>	<b>Training and intellectual capital:</b> Intellectual capital (IC), its measurement and management: Components of IC, measurement models of IC, IC index and challenges for HR. Training Trends Worldwide: Different training techniques at global level; Role of environment influence in training cross cultural workforce, Moving from Training to Performance: Transition phase involved in training and challenges.
<b>Unit 19</b>	<b>Emerging Trends in Training and Development:</b> Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.
<b>Unit 20</b>	<b>Social responsibility and future of training and development:</b> legal issues and managing a diverse workforce at home and abroad, cross-cultural preparation, career challenges facing a multigenerational workforce, career paths, dual career paths and career recycling, meeting the needs of older workers, training for sustainability, implications of future trends for trainers’ skills and competencies

#### READINGS:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
3. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.

Course code	EHRM516	Course Title	INDUSTRIAL RELATION AND LABOUR LAWS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

**Course Outcomes:**

**CO1:** associate intricacies of employee-employer relations in actual work situation

**CO2:** appraise industrial relation dynamics and apply labour related laws in actual operation with resulting implications

**CO3:** establish relation between industrial culture and government policies

**CO4:** manage sound inter personal relations with individual employees at the back drop of trade union and non-trade union bargaining

**CO5:** evaluate the recent legal amendments implications on employee-employer relations

**CO6:** apply several techniques of negotiation and bargaining with various stakeholders in an organization

Unit No.	Content
Unit 1	<b>Introduction to Industrial Relations:</b> Evolution of Industrial Relations, models of Industrial Relations, approaches to Industrial Relations
Unit 2	<b>Industrial Relations in India:</b> Development of industrial Relations in India, The role of Employee, Employer and Government in Industrial Relations
Unit 3	<b>Trade Unions:</b> Theoretical Foundation and Legal Framework, structure and management of trade union, trade union as an Organization Structure
Unit 4	<b>The Trade Union Movement:</b> Development of Trade union movement in India, trade union cooperation and consultative machinery, measures to strengthen the trade union movement in India
Unit 5	<b>Trade Union Rivalry and Recognition:</b> Code of conduct and trade union rivalry, recognition of trade unions in India, recognition of majority union and problems involved, rights of recognized versus minority unions
Unit 6	<b>Size and Finance of Indian Trade Unions:</b> Factors responsible for the small size, Consequences of the small size of trade unions, Sources and challenges of finance, Ways of improving finance
Unit 7	<b>Collective Bargaining:</b> Importance of collective bargaining, types, process and challenges, legal frame work
Unit 8	<b>Grievances:</b> Nature and causes of Grievances, grievances procedures, managing employee grievance, Grievance Settlement Authority
Unit 9	<b>Discipline:</b> Importance and types of discipline, managing discipline, types of indiscipline, domestic enquiry
Unit 10	<b>Worker participation in Management:</b> Importance, types, workers participation in India, role of government.
Unit 11	<b>Industrial Disputes:</b> Causes and effects, prevention of industrial disputes, settlement of industrial disputes, industrial disputes in India
Unit 12	<b>The Industrial Disputes Act, 1947:</b> Settlement of Industrial Disputes, Authorities under the Act, Powers and Duties of Authorities, Provisions relating to Strike, Retrenchment and Closure, Unfair Labor Practices
Unit 13	<b>Industrial Employment (Standing Orders) Act, 1946:</b> Standing orders, Certification, Authorities under the act, The Industrial Relations Code, 2020 No. 35 of 2020
Unit 14	<b>Wage Legislation:</b> Equal Remuneration Act, 1976, Wage board, The Code on Wages,

	2019 No. 29 of 2019
<b>Unit 15</b>	<b>Factories Act,1948:</b> registration of factories, Factory Inspector, health, welfare, safety provisions, hazardous process
<b>Unit 16</b>	<b>Trade Unions Act,1926:</b> registration of trade unions, rights and responsibilities, merger, amalgamation and cancellation of registration
<b>Unit 17</b>	<b>Mines Act,1952:</b> health, welfare and safety provisions, role of safety officer, welfare officer, inspector
<b>Unit 18</b>	<b>ILO:</b> Structure and functions, recommendation, conventions, India and ILO
<b>Unit 19</b>	<b>International industrial relations:</b> Key issues in international industrial relations, responses of Trade unions to multinational, regional integration, social dumping, responses of trade unions to Multinationals
<b>Unit 20</b>	<b>Emerging Trends in Industrial Relations:</b> Labour Laws, Implications for MNC, Migration of Workforce and industrial Relations, The Code on Social Security,2020 No. 36 OF 2020, The Occupational Safety, Health and Working Conditions Code, 2020 No. 37 of 2020

### READINGS:

1. Mamoria, S., Mamoria, C.B. & Gankar. (2010). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing
2. Venkata Ratnam, C.S. & Dhal, M. (2017). Industrial Relations. Oxford University Press, India
3. Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw

<b>Course code</b>	<b>EHRM508</b>	<b>Course Title</b>	<b>HUMAN RESOURCE METRICS AND ANALYTICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course outcomes:**

C01: analyze the value HR analytics brings to human resources

C02: understand the different analytical approaches used by HR Professionals to solve real business problems

C03: evaluate workforce data to identify trends and other actionable performance information

C04: visualize data and use of the Analytics Process Model to analyze HR data

C05: develop best practices for using HR analytics to support data-driven decisions

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to HR Analytics:</b> concepts and definition of human resource analytics, develop best practices for using HR analytics to support data-driven decisions
<b>Unit 2</b>	<b>Aligning HR with Business:</b> cause and effect relationships between HR functions and business goals, talent management functions, interpreting employees' performance data and assessing their satisfaction
<b>Unit 3</b>	<b>Steps for alignment of HRA with Business:</b> framing of queries, understanding data and metrics, building platform for HR analytics, enhancement of HR analytics capabilities
<b>Unit 4</b>	<b>Framework and Models in HR Analytics:</b> the LAMP framework, predictive models, HCM software
<b>Unit 5</b>	<b>HR Research Tools and Techniques:</b> co relational research, casual-comparative research, experimental research, parametric and non parametric tests
<b>Unit 6</b>	<b>HR Metrics:</b> recruitment metrics, metrics for training and development, HR scorecard
<b>Unit 7</b>	<b>HR Reports:</b> employee information, recruitment reports, on boarding reports, compensation and administration reports
<b>Unit 8</b>	<b>HR Dashboards and Scorecards:</b> dashboards for HR, HR analytics a better tool for decision making
<b>Unit 9</b>	<b>HR Data:</b> data quality, data collection, big data for human resources, transforming HR data into information, process for data collection
<b>Unit 10</b>	<b>HR Reporting:</b> types and forms of HR reports
<b>Unit 11</b>	<b>HR Data Visualization:</b> data visualization, performing root cause analysis
<b>Unit 12</b>	<b>Datafication of human resources:</b> computerization of data, transforming data into information, business value
<b>Unit 13</b>	<b>Phases of HR Predictive Modeling:</b> operational phase, advanced reporting, advanced analytics, predictive analytics
<b>Unit 14</b>	<b>Data for HR Predictive Analysis:</b> HR database, employee survey data, customer survey data
<b>Unit 15</b>	<b>Predictive Analysis Tools and Techniques: linear regression, discrete choice model, logistic regression, neural networks, decision tree and scenario analysis</b>
<b>Unit 16</b>	<b>Software Solutions:</b> SPSS, Minitab, strata, SAS, R, JASP
<b>Unit 17</b>	<b>HR Analytics Applications:</b> application in human resource planning, work from home and HRA, AI in HRM, data security in HR analytics
<b>Unit 18</b>	<b>HR Analytics in Talent Acquisition: Application of HR analytics to improve talent</b>

	<b>acquisition, talent retention and mobility through HR analytics, enhancing employee engagement through HR analytics</b>
<b>Unit 19</b>	HR Cost Benefits Metrics Valuation: <b>select the right programs/initiatives in business enable a mind-set to use HR analytics in business programs/initiatives,</b>
<b>Unit 20</b>	<b>Return on investment in HR Analytics:</b> drive improvement and change

**Text Book:**

1. HR ANALYTICS UNDERSTANDING THEORIES AND APPLICATION by DIPAK KUMAR BHATTACHARYYA, SAGE PUBLICATIONS

**Reference:**

WINNING ON HR ANALYTICS LEVERAGING DATA FOR COMPETITIVE ADVANTAGE by RAMESH SOUNDARARAJAN AND KULDEEP SINGH, SAGE PUBLICATIONS

Course code	EHRM627	Course Title	<b>TALENT ACQUISITION AND WORKFORCE PLANNING</b>
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WEIGHTAGES	
CA	ETE(Th.)
30	70

**Course Outcomes:**

- C01:** analyse the talent acquisition process, trends and impact of employer branding on attracting top talent
- C02:** evaluate the effectiveness of different sourcing channels and methods
- C03:** analyse the impact of a well-designed selection and onboarding program on employee retention and performance
- C04:** assess the success of workforce planning initiatives in meeting organizational objectives
- C05:** develop a comprehensive workforce demand and supply analysis strategy tailored to a specific organizational context
- C06:** evaluate the efficiency of different workforce planning tools and technologies used during implementation

Unit No.	Content
Unit 1	<b>Introduction to Talent Management:</b> Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm.
Unit 2	Key Processes of Talent Management, Consequences of Failure in Managing Talent.
Unit 3	<b>Benefits of Talent Management:</b> How Your Business Can Benefit From it, Responsibilities of Talent Management Manager & Professionals.
Unit 4	<b>Talent Management Planning:</b> Understanding the Needs and Mind set of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management.
Unit 5	<b>Introduction to Talent Acquisition:</b> Defining Talent Acquisition, develop high potential employee - High performance workforce.
Unit 6	Importance of Talent Development Process, Steps in Developing Talent, Succession Planning, Difference between Talent Acquisition and Recruitment.
Unit 7	Current Trends in Talent Acquisition, Employer Branding: Definition, Process, Strategy, Measurement and Resources
Unit 8	<b>Sourcing and Recruiting:</b> effective recruiting approach, influences that impact recruiting, creating a strategic recruitment plan, types of job seekers, recruiting sources and creating a sourcing plan
Unit 9	<b>Selection and Onboarding:</b> setting the selection criteria, conducting interviews, formulating a selection philosophy, selecting the finalist, impact of onboarding on organizations
Unit 10	<b>Understanding the Need for Workforce Planning:</b> connecting workforce planning to organization, importance of workforce planning, executive commitment
Unit 11	<b>Supply Analysis:</b> workforce profile, data types, historical workforce trends, competency assessments, measuring employee attitude
Unit 12	<b>Demand analysis:</b> strategic direction, staffing trends, workforce analysis

<b>Unit 13</b>	<b>Workforce Planning Implementation and Evaluation:</b> workforce planning implementation, workforce planning communication, gap analysis, solutions design and scenario planning.
<b>Unit 14</b>	<b>Contemporary issues in workforce planning:</b> Key challenges faced in contemporary workforce planning and management and Strategies to effectively address them.
<b>Unit 15</b>	Changing nature of employment: Developing and Managing Multigenerational Workforce, Remote Working, Freelancing, The Gig/Digital Economy
<b>Unit 16</b>	<b>Employee Retention:</b> Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal.
<b>Unit 17</b>	Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model
<b>Unit 18</b>	<b>Contemporary Talent Management:</b> Issues and challenges
<b>Unit 19</b>	<b>Talent Development:</b> Need Analysis, Knowledge Management, Stress Management, Competency Development, Developing Leadership Talent and Emotional Capabilities
<b>Unit 20</b>	<b>Emerging Trends in HR:</b> Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering,

#### READINGS:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
3. Noe, Raymond A. and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw-Hill.

<b>Course Code</b>	<b>EHRM515</b>	<b>Course Title</b>	<b>PERFORMANCE MANAGEMENT SYSTEM</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

- CO1:** anticipate the understanding and devise a performance management system for the organization
- CO2:** analyze the contribution of performance management to measure level of strategy implementation towards results.
- CO3:** apply the performance appraisal techniques to enhance organizational effectiveness
- CO4:** evaluate performance management policies and practices to improve employee and organizational performance
- CO5:** conclude arguments for using appropriate performance management techniques and rewards to improve performance
- CO6:** speculate the organizational issues and challenges in different functional areas of business management

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to Performance Management:</b> Role of performance management system, Differentiating performance appraisal vs. performance management
<b>Unit 2</b>	Disadvantages of Poorly Implemented PM Systems, Common pitfalls and consequences, Case studies illustrating negative impacts
<b>Unit 3</b>	<b>Performance Management in a Strategic Context:</b> Understanding performance management as an interlinked process, Continuous nature of performance management
<b>Unit 4</b>	<b>Relationship between Performance Management and Organizational Performance:</b> Impact of effective performance management on organizational success, Metrics and indicators of performance management effectiveness
<b>Unit 5</b>	<b>Setting Objectives and Performance Standards:</b> Process of agreeing on objectives and standards, Alignment with organizational goals
<b>Unit 6</b>	<b>Balanced Scorecard:</b> Introduction to the balanced scorecard framework, Implementing balanced scorecard in performance management
<b>Unit 7</b>	<b>HR Dashboard:</b> Importance of HR dashboards in performance management, Designing and utilizing HR dashboards effectively
<b>Unit 8</b>	<b>Designing and Implementation of Performance Management System:</b> Methods for measuring performance, Competence and competency analysis techniques
<b>Unit 9</b>	<b>360-Degree Feedback Framework:</b> Understanding and implementing 360-degree feedback, Benefits and challenges of 360-degree feedback
<b>Unit 10</b>	<b>Conducting Performance and Development Reviews:</b> Best practices for conducting performance reviews, Integrating development discussions into performance reviews
<b>Unit 11</b>	<b>Coaching and Counselling in Performance Management:</b> Role of coaching and counselling in improving performance, Developing coaching and counselling skills for managers
<b>Unit 12</b>	<b>Performance Management Training:</b> Importance of training for managers and employees in performance management, Designing effective performance management training programs
<b>Unit 13</b>	<b>Developing and Maintaining Performance Management:</b> Framework for ongoing



	development of performance management processes, Implementing a performance management development program
<b>Unit 14</b>	<b>Evaluating Performance Management:</b> Methods for evaluating the effectiveness of performance management systems, Using feedback for continuous improvement
<b>Unit 15</b>	<b>Effective Performance Management System: Characteristics of an effective performance management system, Case studies of successful implementation</b>
<b>Unit 16</b>	<b>Performance-oriented Development for Teams:</b> Applying performance management principles to team development, Strategies for improving team performance
<b>Unit 17</b>	<b>Reward Management in Performance Management:</b> Linking performance management to reward systems, Types of rewards and their impact on motivation
<b>Unit 18</b>	<b>Total Rewards Approach: Introduction to total rewards concept, Integrating total rewards into performance management</b>
<b>Unit 19</b>	<b>Issues and Challenges in Performance Management: Performance analytics and its role in overcoming challenges, Impact of e-PMS (electronic performance management systems) on addressing issues</b>
<b>Unit 20</b>	<b>Performance Management Challenges in Modern Work Environment:</b> Challenges of performance management in outsourcing scenarios, Addressing the impact of hybrid work on performance management practices

#### READINGS:

1. Performance Management by Michael Armstrong And Angela Baron, Jaico Publishing House
2. Performance Management by Herman Aguinis, Pearson
3. Strategic Performance Management: Leveraging and Measuring Your Intangible Value Drivers by Bernard Marr

<b>Course Code</b>	<b>EHRM519</b>	<b>Course Title</b>	<b>COMPENSATION MANAGEMENT</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:**

**CO1:** compare and apply utility of compensation decisions providing competitive edge for the organizations and the employees

**CO2:** analyze and address the methods and issues with remuneration for the organizations

**CO3:** construct a pay system that takes internal consistency, external competitiveness, employee contributions and organisational benefit systems.

**CO4:** differentiate the administrative difficulties into account to demonstrate your understanding.

**CO5:** develop thoughtful pay structures for modern businesses.

**CO6:** formulate rational and contemporary compensation systems in modern organizations applying the provisions, policies and regulations of the industry.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to compensation:</b> meaning and forms of pay, pay model, concept of wages, steps in developing total compensation strategy
<b>Unit 2</b>	<b>Economic and Behavioural Dimensions of Compensation Management:</b> Economic theory of wages and its limitations. Motivational issues in compensation management, impact of Compensation on employee behaviours, consequences of dissatisfaction with compensation
<b>Unit 3</b>	<b>Job evaluation:</b> Meaning, Job Evaluation Process and Methods, person-based structure, skill plans and competencies, competency analysis
<b>Unit 4</b>	<b>Point factor method of job evaluation:</b> Combining point factor and factor comparison methods, job evaluation committee, Using FES to determine job worth
<b>Unit 5</b>	<b>Compensation strategy:</b> external competitiveness, factors that shape external competitiveness, labour market factors, product market factors, organizational factors, competitive pay policy alternatives
<b>Unit 6</b>	<b>Managing Compensation:</b> Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy.
<b>Unit 7</b>	<b>Payroll management system:</b> link between planned working time and basic pay, remuneration structure, remuneration reports, setting up the user interface and identifying payroll elements, entering payroll data and running payroll
<b>Unit 8</b>	<b>Base Pay:</b> Designing a Base pay structure Pay structure architecture, determining a pay policy line, the need for more than one pay structure, displaying job data, identifying lowest and highest rates of pay, developing pay grades
<b>Unit 9</b>	<b>Designing pay levels:</b> salary surveys, total reward system, pay for performance plans, role of performance appraisals in compensation decisions, employee benefits
<b>Unit 10</b>	<b>Performance Based Compensation:</b> Significance of performance appraisal system, effect of compensation on performance and motivation
<b>Unit 11</b>	<b>Measuring and paying for performance:</b> Merit pay, performance appraisal: cost-effectiveness analysis, designing a job content-based performance appraisal program, Rating scale design and development, performance standards
<b>Unit 12</b>	<b>The reward system:</b> Reward system, compensation & non compensation dimension,

	system for non-compensation
<b>Unit 13</b>	<b>Wages and Salary Administration:</b> Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials, wage policy and its importance, objective of national wage policy.
<b>Unit 14</b>	<b>Wages Act:</b> Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Income tax act provisions with respect to salaried persons, Workmen's Compensation Act, 1923, Mediclaim Policies and their salient features
<b>Unit 15</b>	<b>Benefits and Administration:</b> Benefits determination process, Employees benefits and services, legally required benefits-dearness allowance, employee stock option plan (ESOP)
<b>Unit 16</b>	<b>Short term incentives:</b> Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short-term incentives
<b>Unit 17</b>	<b>Long term incentives:</b> Designing a long-term incentive and deferred compensation plan, Qualified deferred compensation arrangement, Social security, retirement plan, pension plans, profit sharing plan, stock bonus plan
<b>Unit 18</b>	<b>Compensation of special groups:</b> Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay.
<b>Unit 19</b>	<b>Emerging Issues and Trends:</b> Tax implication of Employee Compensation package to the employer, tax efficient compensation package, Salary structuring, recent changes in taxation, new trends in compensation management.
<b>Unit 20</b>	<b>Statutory provisions related to compensation:</b> compensation legislation, national wage policy, international pay systems, public sector pay

**Text Books:**

1. COMPENSATION by BY JERRY M. NEWMAN, BARRY GERHART, GEORGE T. MILKOVICH, M.G.Hills

**References:**

1. COMPENSATION MANAGEMENT by BY DIPAK KUMAR BHATTACHARYYA, Oxford Higher Education