

MHRM Course Structure

FIRST SEMESTER

Individual and Group Dynamics 2-0-0= 2
HS60043

Course Contents

Organizational behaviour: nature, scope, and model, research in OB; Perception: perceptual selectivity, perceptual organization, social perception, attribution process; Attitudes and values: sources and change; Personality: determinants, assessment, and self-development; Learning: sources, principles applicable training; Motivation: theories and applications; Human resourcefulness, skills and competencies; Transactional analysis: ego states, types of transaction, games; Group behaviour: group development, group decision making; Power and politics: bases of power, political implications of power; Leadership: theories, effectiveness; Conflict resolution and negotiation.

Organisational Structure and Dynamics 2-0-0=2
HS60035

Course Contents

Organization theory and design and the external environment; organizational structure and design; Organization size, life cycle, and design; Fundamentals of organizational structure; Organizational design process: innovation process, resistance to change, change agents, information systems and control, organizational culture; Managing dynamic processes: decision making process, power and politics; Inter-departmental relations.

Marketing I 2-0-0=2
BM61017

Course Contents

Basic concepts of marketing and different orientations towards marketing, strategies for building customer value, loyalty, satisfaction and relationships, analysis of marketing environment, internal and external, identifying marketing opportunities and threats, development of conceptual abilities and analytical skills to undertake marketing research, buying behaviour of customers, consumer behavior, roles in consumer buying, consumer decision making, influences on consumer behavior, tools to study consumer behaviour, organizational buying behaviour, organizational customer, buying situations, buying centre, roles in organizational buying, organizational buying decision making, influences on buying decisions, basic issues of the marketing mix variables, 4Ps, product and service portfolio, pricing strategies, designing and managing marketing channels, communication and promotion Mix, STP of marketing, identifying and analyzing relevant segments, selecting attractive target segments and developing the positioning of a product or a 2 service, marketing strategy, strategy and tactics, dimensions of strategy, criteria for effective strategy, competition oriented marketing strategies.

Business Economics
HS60003

3-1-0= 4

Course contents

Nature and scope of business economics; Demand and supply analysis; Notion of elasticity- theoretical concepts and managerial applications; Market equilibrium; Stability of equilibrium; Analysis of comparative statistics; Demand forecasting; Theory of production and costs; Measurement of productivity; Optimal allocation of resources-output maximization subject to cost constraint, cost minimization subject to output constraint, and profit maximization; Price and output decisions under different market forms; Pricing under uncertainty; Cost-plus pricing and mark-up pricing; Average cost pricing; Managerial theories of firms; Linear programming and input-output analysis; Project evaluation.

Financial Management
HS60009

3-0-0 = 3

Course Contents

This is designed for appreciation of primary concepts and developments thereupon; Following events and entries from inception into records as receipts and payments; Thereafter tracing on from there, through the accrual model, accounting principles, us GAAP vs. Indian GAAP, analysis of transactions and regulatory stipulations, the flow through into balance sheet income statement and cash flow construction and appraisal; Efficiency and effectiveness of financial statements are examined through study of ratios, working capital management, concepts and methods of classification of assets, liabilities, income expenditure and the reporting of financial flows, earning per share, interim and final submissions, and on segments within or a part of business enterprises; Focus provided on modalities and issues of planning capital structure, theories of capital structure, traditional and Modigliani-Miller position, forms of capital structure, cost of capital and dividend policies, elements of international finance.

Environment and Wellness
HS69011

3-0-0= 3

Course Contents

Environment-Economy-Human Society Interaction; Material Balance Approach; Environment-Development Trade-Off; Theory of Externality and Public Goods: Pigou and Coase, property rights and transaction costs, market failure; Environmental Damage/benefits, social-cost benefit analysis; Valuation methods: production based, contingent valuation, hedonic pricing, travel cost, risk assessment, environmental impact assessment; Sustainable Development: concepts, and indicators, resource accounting, environmental Kuznets curve; Poverty and Environmental Degradation; Environment 3 Pollution and Human Health Hazards; Resource Scarcity and Limits to Growth; Environment, human development and economic growth; Climate Change and Human Development: risks, vulnerability and challenges; Instruments of Environment Management; Human Development Index and Human Happiness Index; Pareto-optimality and efficiency; Theory of social choice: Arrow's impossibility theorem, theory of voting, asymmetric information and social choice.

Business Communication

2-0-3 = 4

HS69013

Course Contents

Communication in business: communication and organizational effectiveness; formal and informal communication systems; communication networks and communication technology; Written: Effective business writing (style, word-usage, organization, mechanics, and forms) for specific purposes; business report writing, meeting, agendas and minutes; employment-process communication (cover letter, resume, follow up writing); Oral: Speaking and listening skills; conversation skills, interview and group discussion skills; public presentation (research, organization and delivery); business etiquette and protocol; Nonverbal and technical: voice and delivery, body language basics, emails and web pages.

Psychological Testing and Measurement Lab 0-0-3 = 2

HS 69015

Course Contents

Fundamentals of testing, Test Construction: item analysis, reliability, validity, norms; Intelligence test: Weschler adult intelligence scale, cognitive assessment system, Ravens' progressive matrices; Torrance test of creativity; Aptitude test battery; Personality test: big-five personality factors, MBTI, EPI, happiness, arrogance and humility; Projective test: thematic apperception test, word-association test, situation reaction test; Attitude and value scales: Rokeach and Super scale; Organizational commitment, job satisfaction, organizational role stress, and emotional quotient mapping; Assessment of organizational climate and culture; Leadership profiling.

SECOND SEMESTER

Strategic Management 3-0-0 = 3

BM60012

Course Contents

Basic concepts: Definition and framework of strategy, Concept of business model, Dimensions of strategic decisions and different types of strategies, strategic management process, strategic business units, Strategic Direction, Vision, Mission & Objectives, Strategic analysis, Definition of environmental scanning, analysis of macro and micro environment, PEST analysis, scenario analysis; Analysis of industry environment, the structural analysis of competition, strategic group, Analysis of Company Resources and Competitive Capabilities; Identifying firm's capabilities, SWOT analysis, core 4 competence; Strategic Choices, Generic Strategies, The value chain analysis, five generic competitive advantages; Grand Strategies, Long term objectives, balance score card, internal growth strategies, external growth strategies; Strategies for Competing in Global Market, The difference of global competition, cross country differences, strategic advantage of nations, Strategic Implementation: Organizational structure and design, organizational culture and leadership, management of change and communication, restructuring and re-engineering, benchmarking, Strategic Evaluation, Monitoring and Control, Seeking sustainable competitive advantage, establishing strategic controls, Corporate Governance and Social Responsibility, Knowledge management, Technology management, managing innovation and creativity, learning organization.

Production and Operations Management
BM61012

3-0-0=3

Course Contents

Production and operations function and its relations to other management functions of an organization; Work system design: process planning, methods study, facilities layout, line balancing, work measurement, work sampling and its applications; Work flow systems: pull and push systems, MRP, MRP-II, JIT, cellular and FMS; Automated production lines; Manufacturing planning and control: aggregate production planning, master production scheduling, shop scheduling and shop floor control; DRP and demand management; Materials flow control: raw materials and WIP inventory control, JIT purchasing, leadtime control; Quality assurance and control: statistical process control, process capability improvement, sampling inspection, total quality control, quality circle, kaizen and other small group activities; Maintenance planning and management: corrective, preventive and predictive maintenance, replacement analysis, RCM and TPM. Manpower scheduling: techniques of manpower scheduling; Project management: PERT/CPM, resource levelling, project scheduling. Service operations management: nature and environment, flows, bottlenecks and balance matching demand and supply; Logistics, location and franchising, capacity management, management of professional services.

Human Resource Systems
HS60008

3-0-0=3

Course Contents

Issues in employee management; Job analysis and job design; Human resource planning; Recruitment and selection, career planning; Performance appraisal; Wage and salary administration; Employees welfare, safety and health; HR Audits; Human resource information system; Strategic HRM; International HRM.

Industrial Relations
HS60010

3-0-0 = 3

Course Contents

Evolution of industrial relations, IR system in India; Labour-management relations: trade unionism, collective bargaining, employee grievances, employee discipline, industrial conflict, labour welfare and social security; Workers' participation in management; India 5 and international labour standards; judicial activism, alignment, labour policy and industrialization, strategies; new paradigms of industrial relations.

Manpower Economics 3-1-0=4
HS60002

Course Contents

Nature and scope; Human capital formation; Employment and manpower utilization: supply of and demand for labour, pricing of labour under various market forms, labour unions and collective bargaining,

compensating wage differentials, labour market discrimination; Concepts and patterns of unemployment and underemployment; Emergence of education as a work prerequisite; Returns to investment in education; Economics of training and motivation; Manpower planning: quantitative and qualitative techniques; Forecasting and auditing of manpower; Manpower planning and total quality management; Comparative manpower planning and development policies of selected countries.

IT & Business Application 1-0-3=3
BM69015

Course Contents

Spreadsheet (EXCEL) based applications using built-in functions and Analysis tools, Probability and Statistics, Time series forecasting, Decision Support Systems Financial models involving Time value of money – basis functions like NPV, IRR, MIRR, YTM, Annuity functions, Mortgage, Pension, Financial statements, Models of Valuation, Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation Calculation of Cost of capital, RDBMS (ORACLE) based applications, Applications based on Application packages like SPSS and SAS

Research Methodology 3-1-0=4
HS60012
Course Contents

Nature, scope, and design of social research; Review of literature: qualitative (literary), quantitative (meta-analysis); Hypothesis: sources, types and characteristics; Sample survey: sample and census survey, probability, non-probability and mixed sampling; Methods of data collection: historical method, case study, observation, ethnographic methods, interview, questionnaire, focus group discussion, participatory rural appraisal, experimental method, pre-testing, and pilot survey; Scaling techniques different scales, item analysis, reliability, validity; Method of secondary data collection: sources, sample criteria, characteristics; Data analysis: descriptive statistics, mean difference test, analysis of variance and experimental design; Bivariate and multivariate correlation and regression; Factor analysis, Cluster analysis, Discriminant analysis, Structural equation modelling, non-parametric statistics, Content analysis; Report writing: review, qualitative, and empirical article writing.

Emotional Intelligence at Work (Elective) 2-0-0=2
HS60014
Course Contents

Nature, function and types of intelligence; Emotion, intelligence and creativity; Growth and development of emotional intelligence; Theories and models of emotional intelligence: ability based model, personality based model, performance based model, mixed model; Culture, leadership and emotional intelligence, assessments and evaluation of EI, application of EI in work and personal life; Future directions of EI in research and deployment.

Performance Management (Elective) 2-0-0=2
HS 60016

Course Contents

Performance management: the challenge of performance management, performance management as a system; performance planning, on-going performance communication; Approaches to performance evaluation: performance appraisal meeting, performance diagnosis and improvement, performance management and discipline; Performance management variations; People process: people technique, performance management in action.

Conflict Resolution and Negotiation (Elective) 2-0-0=2

HS60018

Course Contents

Nature and types of conflict, sources of conflict, conflict handling styles, resolving conflict through various means especially through effective communication skills; Understanding bargaining, factors affecting bargaining, bargaining styles; Negotiation process, role of collective bargaining and collaboration, developing effective negotiation skills.

THIRD SEMESTER

Human Resource Development 3-0-0= 3

HS60039

Course Contents

Framework of human resource development: influences on employee behaviour, learning and HRD, assessing HRD needs, designing and implementing HRD programmes, evaluating HRD programmes; Applications of human resource development: employee socialization and orientation, skills and technical training, coaching and performance management, mentoring, employee counselling and wellness services, career management and development, management development; Organization development and change; Contemporary issues: knowledge management and learning organizations, competency mapping, intellectual capital management, BPR, TQM, and empowerment, stress and time management.

Company Law 5-1-0=6

IP71001

Course Contents

Organization and structure, types and character, corporate finance, corporate management, corporate governance, regulatory framework, restructuring and bankruptcy conditions, authorities and distribution of power, winding up and dissolution of business.

Business Environment and Policy 3-0-0=3

HS60063

Course Contents

Socio-economic and political environment of business; Market structure and business strategies: assessment of market structure, price and non-price competition, strategic choice, strategies for growth; Business in international environment: globalisation and multinational corporations with special reference

to India, International relations, emergence of economic blocks and international trade; Government and business: market failure and government intervention in business, interaction of industrial, investment and trade policies, antitrust and regulation; Business environment and policy- Indian experience: planning and self-reliance of Indian business, growth of business houses, economic reforms and business environment: evaluation of industrial growth and investment.

Project Engineering & Management 3-0-0=3
IM60051
Course Contents

Introduction: foundations of project management, project life cycle, the project environment, project selection, project proposal, project scope, work breakdown structure; Network scheduling, critical path method, program evaluation and review technique, planning and scheduling of activity networks, assumptions in pert modelling, time-cost trade-offs, linear programming and network flow formulations, pert/cost accounting; Scheduling with limited resources, resource planning, resource allocation, project schedule compression, project scheduling software, precedence diagrams, decision CPM, generalized activity networks, GERT; Estimation of project costs, earned value analysis, monitoring project progress, project appraisal and selection, recent trends in project management

Leadership 2-0-0= 2
HS60024
Course Contents

Leadership: leadership in corporate, society, science and technology, who is leader and what does it mean to be leader; Theories: trait, behavioural, contingency/ situational; Power, politics, networking, negotiation and leadership effectiveness; Charismatic, transformational and ethical leadership; trust and leadership; Team-based leadership, on-line leadership; Leadership, culture, diversity and learning organisation; Effective leadership.

Personal Growth Lab 0-0-3=2
HS69016

Course Contents

Self-awareness, self-management; Developing motivation: collaboration, achievement, conflict management, decision making, team effectiveness; Assertiveness training; Presentation skills; Stress management; Lateral thinking/ creativity; Persuasion/ negotiation skills; Trust building; Coaching and mentoring skills. Project 5 HS67201

Management of Change (Elective) 2-0-0=2
HS60065

Course Contents

Organisational development (OD): nature of planned change, OD practitioners; Process of organisational development: entering and contracting, diagnosing organisation, diagnosing groups and jobs, collecting

and analysing information, feedback information, leading and managing change, evaluating and institutionalising OD interventions; Human process intervention: individual, interpersonal, and group process approach; Techno-structural intervention: restructuring organisation, employee involvement, work design; HRM interventions: performance management, developing and assisting members; Strategic change interventions: competitive and collaborative strategies, organisation transformation, special applications of OD: OD in global setting, OD in non-industrial settings: health care, family business and PPP sectors; Future directions in OD.

Organisation Sociology (Elective) 2-0-0=2
HS60067

Course Contents

Nature and scope; Modern industrial organization; Industrialization and society; Philosophy of sociology at work; Industrial bureaucracy; Industry and labour; Automation and its consequences; Theory of social justice, trade unions; Labour welfare and social security.

Corporate Social Responsibility (Elective) 2-0-0=2
HS60069

Course Contents

Corporate social responsibility (CSR) and its strategic components, differentiating CSR from philanthropy and volunteerism; Different approaches to CSR; Triple bottom-line; Globalization and CSR; Sustainability and CSR; Society and CSR; CSR standards; CSR in overall corporate strategy; Toolsets for CSR guidelines; CSR implementation strategies; Best practices; Reactive compliance and proactive compliance; CSR reporting initiatives; Reporting norms: Report content, Quality; Disclosure and performance indicators; CSR and HR: employee relations and CSR.

FOURTH SEMESTER

Business, Society and Ethics 3-1-0=4
HS60066

Course Contents

Business ethics: nature and importance, corporate social responsibility, corporate social performance, European, Asian, and American perspectives; Globalisation; Sustainability and 'triple bottom-line'; Ethical theories and ethical decision-making, moral criteria: utility, rights, justice and fairness, duty, distributive justice, assimilation for arriving at pragmatic decision; Nature and models of ethical decision-making, influencing factors of ethical decision-making, ethically sound business decision-making; shareholder theory; Stakeholder theory and corporate governance; 'Balanced score card' and organization performance appraisal; Tradeoffs and conflicts among various stakeholder groups; business ethics and employees: salary, discrimination, multinationals and sustainable employment, ethics of outsourcing, 'human capital'; Business ethics and consumers: product safety, consumer rights, civil society pressures, ethical consumption, global marketplace; environment: natural, and social; pollution and conservation;

Sustainable development; Perspectives from developed, developing and emerging economies; Competition and better business practices; Corporate citizenship, corporate social and moral responsibility, CSR reporting: government, laws, and self-regulation.

Labour and Industrial Law I

4--0 -0=4

IP71002

Course Contents

Protective and employment legislation: factories act, payment of wages act, minimum wages act, payment of bonus act, gratuity act, maternity benefit act; Regulatory legislation: trade union act (relevant clauses); Laws relating to strike, lockout, layoff, retrenchment and closure: industrial disputes act (relevant sections and case laws), contract labour act, legal constraints on disciplinary actions: TUA and case laws; Social security legislation and the Indian judiciary: workmen compensation act, ESI, EPF act and relevant cases
Project 5 HS67202 Comprehensive viva-voce 2 HS68004

HR Accounting (Elective) 2-0-0=2

HS60068

Course Contents

Development of state-of-the-art human resource accounting; Role and uses of human resource accounting; Corporate financial reporting; Accounting and measuring human resource costs; First and second generation accounting systems: concepts and methods; Accounting for HR value, determining HR value; Monetary and non-monetary measurement methods, first- second- and third-generation accounting systems for HR value, Implementing and designing HR accounting systems: applications for improving management, training, and personnel decisions, developing an integrated systems, advancements and future directions in HR accounting.

Human Resource Information System (Elective) 2 -0 - 0=2

HS60070

Course Contents

Computers and computer based information systems, introduction to computer based information systems - MSI/ ESI/ ES/ DSS/ OAS, HRIS life cycle/HR responsibility in each phase of HRIS development; Pre-implementation stage of HRIS: planning, expectation, productivity, cost-benefit value analysis management support, limitations of computerization; Implementation of HRIS: tools development, cases and exercises; HR information systems in organizations: cases and exercises, packaged HRIS/ business process re-engineering, enterprise resource planning, emerging trends, networking, internet, intranet, technology implications.

Knowledge Management (Elective) 2-0-0=2

HS60072

Course Contents

Knowledge management: traditional and modern methods, factors of productivity, learning organization, role of information technology, implications to leadership and competitiveness; Concepts of knowledge: definitions, attributes, classification frameworks, forms, types, organizational levels, structure, states, domains, knowledge and organizational strategy, elements of organizational strategy, knowledge for strategy formulation and implementation; Knowledge and organizational leadership, knowledge and organizational processes, elements of organizational processes, knowledge for process effectiveness and efficiency, knowledge environment and infrastructure; Structure: climate and culture, technology and systems, knowledge management processes and practices, knowledge creation and acquisition, documentation, retrieval, sharing, and application

Strategic Human Resource Management (Elective) 2-0-0=2 HS60074

Course Contents

Strategic approach to HRM, formulating a corporate and human resource strategy; External and global environment for HR: change and diversity, strategies for HR acquisition and placement, HR planning and information systems, equal employment opportunity and managing diversity, job analysis, recruitment, selection, and retention; Strategies for maximizing HR productivity, job design, socialization, training and development; Strategies for effective performance appraisal, strategic compensation systems, improving productivity, strategies for maintaining human resources, benefit 11 plans, managing health, safety, and stress, ethics, employee rights, and employer responsibilities; Unions and strategic collective bargaining, strategic separation, separation restructuring and virtual organization.

Compensation Management (Elective)

2-0-0=2

HS60076

Course Contents

Compensation in a knowledge-based world, compensation and non-compensation reward, pay and compensation; Organizational structure: strategic and tactical compensation issues, legislation and compensation; Job evaluation: methods of job evaluation, surveying market pay and compensation practices, designing a base pay structure, team-based pay; Measuring and paying for performance, short-term incentives, long-term incentives and wealth building, executive and international compensation, benefits and services, pay delivery administration.

Introduction to Intellectual Property Rights (Elective) 4-0-0=4 IP60010

Course Contents

Place of intellectual property in other forms and kinds of property and respective characteristics, development of right jurisprudence and significance of proprietary rights, need for development and protection of intellectual property, types of intellectual property: patent, copyright, design, trademark, farmer and breeders? right on plant breeding, integrated circuit, trade secret, and geographical indication, nature, term and conditionality in each such right, laws dealing with the rights, expiration of the right.

International HRM (Elective)

2-0-0=2

HS60078

Course Contents

Enduring context of IHRM, the organizational context, the context of cross-border alliances and small and medium enterprises, staffing international operations for sustained global growth; Recruiting and selecting staff for international assignments, international training and development; international compensation, re-entry and career issues; IHRM in the host country context, international industrial relations, performance management, IHRM trends: complexity, challenges and choices in the future.

Interpersonal Communication (Elective) 2-0-3=4

HS60046

Course Contents

Communication basics, theories of communication; Communication process: different models, intra/interpersonal communication, communication styles, listening skills, gender and communication, nonverbal communication, overcoming barriers of communication at work place, conflict management, building relationships, organizational communication, intercultural communication, group discussion, debate, seminar presentation, facing interview and public speaking.