

# **Syllabus for**

## **Master of Business Administration**

### **(HUMAN RESOURCE MANAGEMENT)**

## **MBA (HRM)**

Semester: 1 - IV

**Session: 2023-24**



## **Directorate of Online Studies**

### **Guru Nanak Dev University**

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

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Note:

- (i) Copyrights are reserved. Nobody is allowed to print it in any form. Defaulters will be prosecuted.
- (ii) The syllabi are subject to change therefore, visit the website from time to time to keep yourself updated.
- (iii) This is a new syllabus applicable from the session 2023-24 for students admitted in 1st Semester in July 2023 and the syllabus for previous batches may please refer to the old syllabus for the session 2021-22 and 2022-23 depending upon the date of admission.

**MASTER OF BUSINESS ADMINISTRATION (Human Resource Management) under  
Directorate of ONLINE STUDIES, Guru Nanak Dev University, Amritsar**

**SEMESTER I:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA141T	Principles of Management and Organizational Behaviour	30	70	100	4
OLMBA142T	Business Environment	30	70	100	4
OLMBA143T	Business Economics and Statistics	30	70	100	4
ODMBA144T	Production and Operations Management	30	70	100	4
OLMBA145S	Seminar-I	-	100	100	4
OLMBA146T	Business Communication and Personality Development	30	70	100	4
<b>Total Marks and Credits</b>		<b>150</b>	<b>450</b>	<b>600</b>	<b>24</b>

**SEMESTER II:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA241T	Accounting and Business Finance	30	70	100	4
OLMBA242T	Marketing Management	30	70	100	4
OLMBA243T	Human Resource Management	30	70	100	4
OLMBA244T	Business Research Methods	30	70	100	4
OLMBA245S	Seminar-II	-	100	100	4
OLMBA246T	Accounting for Management	30	70	100	4
<b>Total Marks and Credits</b>		<b>150</b>	<b>450</b>	<b>600</b>	<b>24</b>

**SEMESTER III:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA368T	Labour Legislations and Social Security	30	70	100	4
OLMBA369T	Organisational Change and Development	30	70	100	4
OLMBA370T	Training and Development	30	70	100	4
OLMBA371T	Performance Management	30	70	100	4
OLMBA372T	Human Resource Development	30	70	100	4
OLMBA373S	Seminar-III	0	100	100	4
<b>Total Marks and Credits</b>		<b>150</b>	<b>450</b>	<b>600</b>	<b>24</b>

**SEMESTER IV:**

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA468T	Strategic Human Resource Management	30	70	100	4
OLMBA469T	Industrial Relations	30	70	100	4
OLMBA470T	Managerial Competencies and Career Development	30	70	100	4
OLMBA471T	International Human Resource Management	30	70	100	4
OLMBA472T	Knowledge management	30	70	100	4
OLMBA473S	Seminar - IV	0	100	100	4
<b>Total Marks and Credits</b>		<b>150</b>	<b>450</b>	<b>600</b>	<b>24</b>

## **OLMBA 141T: Principles of Management and Organizational Behaviour**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section A**

Concept and nature of management; Management as profession; Universality of management; applying management theory in practice; effective management. Taylor and scientific management; Fayol's administrative management and principles. Management process and skills: nature of management process; Functions at various levels of Management; Functional areas of management; Management skills

### **Section – B**

Fundamentals of Planning: Concept of planning; Types of plans; Management by Objectives

Decision Making: Concept of decision and decision making; problem solving

Fundamentals of organising: Concept of organisation and organising; factors affecting organisation structure; Forms of organisation structure: line organisation structure; line and staff organisation structure; functional organisation structure, divisional organisation structure, project organisation structure, matrix organisation structure, team based organisation.

Authority and Responsibility: Concept; delegation of authority; centralisation and decentralisation.

### **Section – C**

Fundamentals of Staffing and Directing: Concept; Manpower planning; Direction and supervision

Communication: Concept; Communication process; communication symbols; communication network; barriers in communication.

Coordination: Types and techniques

Fundamentals of controlling: Concept; controlling and management by exception; design of effective control system.

### **Section – D**

Managing Organisational Behaviour: Introduction; Emerging Issues in Organisational Behaviour; Framework of Organisational behaviour; Managing Organisational Misbehaviour

Learning: Importance of Learning; Barriers to Learning.

Managing Group Dynamics: Introduction; Types of groups; Functions of groups

Managing Conflicts: Introduction; attitude towards conflict

**Recommended Books:**

1. L.M Prasad “Principles and Practice of Management”, Latest Edition, Sultan Chand & Sons
2. Kavita Singh “Organisational Behaviour”, Latest Edition, Pearson Publication, New Delhi

**Suggested Readings:**

1. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, The New Era of Management, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, Management and Organizational Behaviour, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, Management, New Delhi, Pearsons, 2011
5. Sekaran, Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

## **OLMBA 142T: Business Environment**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section A**

Introduction of Business environment: Types of environment; internal environment; external environment; micro environment; macro environment; Competitive structure of industries competitor's analysis; environmental analysis.

Economic Environment: Nature of the economy; structure of the economy; economic policies; economic conditions.

Political and Government environment: Functions of State; economic roles of government; government and legal environment; economic roles of government in India; the constitutional environment.

### **Section – B**

Natural environment; Technological environment; innovation; technological leadership and followership; technology and competitive advantage.

Social Responsibility of Business: Classical and contemporary views; social orientation of business; factors affecting social orientation; responsibilities to different sections; the Indian Situation.

Consumer Rights; exploitation of consumers; consumerism; consumer protection; consumer protection and consumerism in India; introduction to Consumer Protection Act

### **Section – C**

Privatisation and Disinvestment: Expansion of public sector and its defects; privatisation reaction; ways of privatisation; obstacles; conditions for success of privatisation; benefits of privatisation; arguments against privatisation; pitfalls of privatisation.

Company Law in India- A brief note; objectives of Companies Act, 2013; classification of Companies; Incorporation of company; MOA; AOA.

### **Section – D**

Monetary policy; measures of money stock; monetary policy and money supply; instruments of monetary policy; fiscal policy.

Planning in India: NITI AAYOG- Introduction and its functions

Globalisation of world economy; globalisation of business; features of current globalisation; globalisation stages; essential conditions for globalisation; foreign market entry strategies; pros and cons of globalisation; policy options; globalisation of Indian business.

### **Recommended Books**

1. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

### **Suggested Readings:**

1. V. K. Puri&S. K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.

2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.

3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.

4. K Ashwathappa, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

5. <http://swayam.gov.in/>

6. <http://edx.org/> formerly <http://mooc.org/>

7. <http://epgp.inflibnet.ac.in/>

## **OLMBA 143T: Business Economics and Statistics**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section A**

Theory of Demand: Meaning; Law of demand; determinants of demand; Extension and contraction of demand; Increase and decrease of demand

Elasticity of demand: Meaning of Price Elasticity of demand; Degree and Measurement of Price elasticity of demand; Factors determining the price elasticity of demand; Income elasticity of demand; Cross elasticity of demand.

Utility Analysis: Meaning; Concept; relation between Total utility and Marginal utility; Law of diminishing marginal utility; Law of Equi-Marginal utility.

### **Section – B**

Indifference curve Analysis: Meaning; Law of Diminishing marginal rate of substitution; properties of Indifference curve(IC).

Concept of revenue: Meaning; concepts; Relation between Total, Average and Marginal Revenue.

Theory of production: production function, Law of variable proportion; law of diminishing returns; law of increasing returns; law of constant returns; law of returns to scale; internal and external economies, internal and external diseconomies.

Types of Markets: Perfect, Monopoly and Monopolistic Competition (Introduction and difference).

### **Section – C**

Measures of Central Tendency: Mean, Median, Mode

Measures of Dispersion: Standard deviation and Coefficient of Variation.

Index Numbers: Meaning and importance, Methods of construction of Index

Numbers: Weighted and unweighted; Simple Aggregative Method, Simple Average of Price Relative Method, Weighted index method: Laspeyre's method, Pasche's method and Fisher's method.

### **Section – D**

Correlation analysis: Simple correlation between two variables (Grouped and Ungrouped data), Rank correlation.

Regression; Simple Regression analysis

Theory of Probability: Meaning of probability; Addition and Multiplication theorems of probability



**Recommended Books:**

1. T.R. Jain and O.P. Khanna “Managerial Economics”, Latest Edition, V K Publications
2. T.R. Jain & S.C. Aggarwal “Statistics”, Latest Edition, V K Publications

**Suggested Readings:**

1. Levin, Richard and David S Rubin :Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

# **OLMBA 144T: Production and Operations Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

## **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section A**

Production and Operations management: Introduction; Operations Strategy; Scope of Operations Management; Materials Management in production system; Operations management: historical background. Facilities Planning: Process Selection.

Facilities Planning: Location- Factors affecting location; Government control on location of industries.

### **Section – B**

Facilities layout and Material handling: material handling systems. Capacity Planning.

Work design: Introduction, Job Design: Introduction

Production Planning and control: Introduction; Meaning; Procedure.

### **Section – C**

Planning and control of projects: Project Management: Stages in project management; PERT and CPM  
Managing Quality: Quality; Relationship between quality and cost

### **Section – D**

Supply Chain Management: Outsourcing; fundamentals of purchasing; Sources of supply: vendor selection and rating; buyer seller negotiations; pricing decisions; purchase timing decisions.

Inventory Management: Independent demand inventory- Concept; Types of Inventory Costs; Classifying Models; EOQ; Safety or Buffer stock; ABC Analysis; Just In Time; KANBAN

**Recommended Books:**

1. S.A. Chunawalla & D.R. Patel “Production and operations management”, Latest Edition, Himalaya Publishing House

**Suggested Readings**

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

## **OLMBA 145S: Seminar-I**

**Max. Marks: 100 Marks**

**Internal Assessment: 0 Mark**

**End Term: 100 Marks**

## **OLMBA-146T:Business Communication & Personality Development**

**Time:03Hours**

**Max.Marks:100Marks**

**InternalAssessment:30Marks**

**EndTerm:70Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of Four sections.
2. Paper setter shall set Eight questions in all by selecting Two questions of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt Five questions in all, by atleast selecting One question from each section and the 5th question may be attempted from any of the Four sections.
4. The question paper should be strictly according to the instructions mentioned above.  
In no case a question should be asked outside the syllabus.

### *Section A*

#### **Introduction to Business Communication:-**

Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.

**Communicating in a Diverse Work Environment:-**Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture

### *Section B*

**International Communication-** Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace-Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.

**Interpersonal Communication:** - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.

**Relational Development:-**The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing;

Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.

#### *Section C*

***Analysing Transactions: The Units of Communication:-*** Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

***Business Meetings:*** Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

#### *Section D*

***Preparing and Delivering Presentations:-***Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

***Employment Communication:-***Introduction, Networking, Correspondence Related to Recruitment-The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes.***Group Discussions-*** Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

***The Job Interview Process-*** Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

#### ***Suggested Readings:-***

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw-Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications", Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, New Delhi.

## **ODMBA - 241T: Accounting and Business Finance**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section A**

Introduction to Accounting: Relationship and difference between Accountancy, Accounting and Book Keeping; Accounting Cycle; Users of Accounting Information and their Needs; Advantages and Limitation of Accounting; Basic Accounting terminology; Double entry system of Book keeping; Accrual basis and Cash basis of Accounting; Basic Assumptions and Principles of Accounting; Accounting Equation: Meaning; Procedure for developing an Accounting Equation

### **Section – B**

Journalising, Posting and Balancing: Meaning of an Account; Meaning and Rules of Debit and Credit; Journalizing; Ledger; Trial Balance.

Financial statement: Meaning; Usefulness; Elements of Financial Statements; Recognition of Assets, Liabilities, Income and Expenses; Preparation of Financial Statements (without adjustments): Trading Account; Profit and Loss Account; Balance Sheet.

### **Section – C**

Analysis of Financial Statements: Financial ratios-liquidity, turnover, profitability, leverage ratios; Du Pont Analysis.

Capital Budgeting process; Project classification; Investment criteria; Techniques of Capital Budgeting: Net present value; Benefit-cost ratio; Internal Rate of Return; Payback period; Accounting Rate of return; investment appraisal in practice.

### **Section – D**

Sources of Long term Finance: equity capital; internal accruals, preference capital; terms loans; debentures.

Working Capital policy: factors influencing working capital requirement; level of current assets; current assets financing policy; operating cycle and cash cycle.

### **Recommended Books:**

1. P.C. Tulsian, “Financial Accounting”, Latest Edition, Pearson Education
2. Prasanna Chandra, “Financial Management”, Lasted Edition, McGraw Hill Education

### **Suggested Books:**

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management-Text and Cases", Vikas Publishing House.
2. Lele RK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundemand William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhashand M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. I M Pandey, "Financial Management" Vikas Publications
7. <http://swayam.gov.in/>
8. <http://edx.org/> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>



## OLMBA 242T: Marketing Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

### Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### Section A

- **Introduction to Marketing:** Scope of Marketing, Entities Marketed, Demand states, Core Marketing Concepts, company orientation towards the market place, Marketing Mix.
- **Market analysis:** analyzing the marketing environment, components of marketing information system, marketing research: scope, importance and process.
- **Analyzing Consumer Markets:** Consumer behavior influencers, The buying decision process, Bases of market segmentation.

### Section–B

- **Product characteristics and Product Classifications,** product hierarchy, systems and mixes, packaging labelling, warranties, and guarantees, Product Life Cycle marketing strategies. Brand equity, New Product Development Process.

### Section–C

- **Pricing Decisions:** Pricing by companies, changing pricing environment, setting the price.
- **Distribution Decisions:** Role and importance of channels, Channel Levels, channel functions and flows, channel conflict.
- **Retailing:** Types of retailers, Functions of Wholesalers.
- **Communication Decisions:** Role, Marketing communication mix, communication process, communication objectives, characteristics of and factors in setting communication mix.

### Section–D

- **Managing mass communications:** advertising, sales promotions, events, and experiences, and public relations.
- **Managing services:** categories of service mix, Distinctive characteristics of services.
- **Managing Digital Communications:** online social media, mobile, word of mouth buzz.
- **Managing personnel communications:** Direct and database marketing and personal selling. Relationship marketing.
- **Ethics and socially responsible marketing:** Cause related marketing, social marketing, rural marketing, marketing implementation and control.
- **Marketing implementation and Control.**

Suggested Books:

1. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4<sup>th</sup> Edition, MacMillan.
2. Kurtz, David L. and Boone, Louis E. , Principles of Marketing, Thomson South-Western,12<sup>th</sup> Edition.
3. Enis, B.M.,MarketingClassics:ASElectionofInfluentialArticles,NewYork,McGraw-Hill,1991.
4. Saxena, Rajan, Marketing Management, TataMcGraw-Hill, New Delhi, 2006.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

## **OLMBA 243T: Human Resource Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section A**

Understanding the Nature and Scope of Human Resource Management: Nature of HRM; HRM Functions and Objectives; Organisation for HR Department; Personnel Policies and Principles; Skills for HR Professionals; Jobs and Careers in HRM

Analysis of Work, Designing Jobs and Job Evaluation: Nature of Job Analysis; The process of Job Analysis; Job Design; factors affecting Job Design; Job Design Approaches; Job evaluation; Job evaluation process; Methods of Job evaluation.

### **Section – B**

Recruitment: Purpose and Importance; Recruitment Process.

Selecting Right Talent: Selection as a source of Competitive Advantage; Selection Process; Barriers of Effective Selection; Making Selection Effective.

Training and Development, Career Management and Talent Management: Nature of Training and Development; The Training Process; Career Development.

### **Section – C**

Appraising and Managing Performance: Nature of performance appraisal; appraisal process; Challenges of performance appraisal.

Compensation Management: Importance of an Ideal Compensation System; factors Influencing Employee Compensation; devising a Compensation Plan; Challenges of Compensation.

## Section – D

A Safety and Healthy Environment: Safety; Types of accidents; Safety Programme; ISO Safety Standards; Managing Ethical Issues in Human Resource Management

Contemporary Challenges in Human Resource Management: Outsourcing HR Activities; BPO and Call Centres; Managing Diversity; Globalisation

### Recommended Books:

1. K Aswathappa, “Human Resource Management: Text and Cases”, Latest edition, McGraw Hill Education

### Suggested Readings:

1. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia.
2. Durai, Pravin, “Human Resource Management”, New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “Human Resource Management: Gaining a Competitive Advantage,” New Delhi, McGraw-Hill.
4. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” New Delhi, Thomson.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

## OLMBA 244T: Business Research Methods

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

### Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### Section – A

**Business Research Methods:** Introduction; Difference between basic and applied research; Defining business research; Business research methods-A Decision Making.

**Business Research Process design:** Introduction and process

**Measurement and Scaling:** need of measurement; scales of measurement; the criteria for good measurement.

### Section – B

**Questionnaire design:** Meaning of questionnaire and questionnaire design process.

Sampling and sampling distributions: sampling; Need of sampling; the sampling design process; random sampling methods; non-random sampling; sampling and non-sampling errors; sampling distribution-normal distribution

**Secondary data sources:** Meaning of primary and secondary data; benefits and limitations of using secondary data; classification of secondary data sources.

### Section – C

**Data collection:** survey and observation; survey method of data collection; a classification of survey methods; observation techniques

**Experimentation:** Internal and external validity in experimentation; threats to the internal validity of experimentation; experimental designs and their classification.

Field work and data preparation; data preparation process.

### Section – D

**Statistical inference:** hypothesis testing for single population; introduction to hypothesis testing; hypothesis testing procedure; two tailed and one tailed test of hypothesis. Type I and Type II errors; Hypothesis testing for a single population mean using the Z statistics and t statistics.

**Statistical inference:** Hypothesis testing for two population- Hypothesis testing for the difference between two populations means using Z statistics and t statistics;

Statistical inference about the difference between the means of two related populations.

### Recommended Book:

1. Naval Bajpai, “Business Research Methods”, Latest Edition, Pearsons.

### **Suggested Readings**

1. Malhotra, Nareshand Dash, Satyabhushan Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9<sup>th</sup> Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. <http://swayam.gov.in/>
5. <http://edx.org/> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

## **OLMBA 245S: Seminar-II**

**Max. Marks: 100 Marks**

**Internal Assessment: 0 Mark**

**End Term: 100 Marks**

## **OLMBA-246T: Accounting for Management**

**Time:03Hours**

**Max.Marks:100Marks**

**InternalAssessment:30Marks**

**EndTerm:70Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of Four sections.
2. Paper setter shall set Eight questions in all by selecting Two questions of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt Five questions in all, by atleast selecting One question from each section and the 5th question may be attempted from any of the Four sections.
4. The question paper should be strictly according to the instructions mentioned above.

In no case a question should be asked outside the syllabus.

### **SECTION A**

- **Introduction to Accounting:** Accounting as an information system; Users of accounting information; Basic accounting concepts and conventions; Accounting Cycle; Scope of Accounting; Role of Accountant in Industry.
- **Understanding Corporate Financial Statements:** Types, Nature, Uses and Limitations; Preparation of Financial Statements.

### **SECTION B**

- Corporate Reporting and Disclosure Requirements.
- **Tools of Financial Statement Analysis:** Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.

### **SECTION C**

- **Cost Accounting:** Definition and Objectives; Cost Management Concepts and Preparation of Cost Sheet. Cost Accounting v/s Financial Accounting.
- **Budgets and Budgetary Control:** Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.
- **Standard Costing as a Control Technique:** Setting of Standards; Advantages and Limitations.

### **SECTION D**

- **Variance Analysis:** Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.



• **Marginal Costing and Break-Even Analysis:** Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost- Volume-Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

**Suggested Readings:**

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. and Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

## **OLMBA 368T: Labour Legislations and Social Security**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

Introduction, Principles and Factors influencing Labour Legislation in India

Occupational Safety and Health and Working Conditions Laws: The Factories Act 1948, The Contract Labour (Regulation and Abolition) Act 1970

### **Section – B**

Industrial Relations Laws: The Trade Unions Act 1926, The Industrial Disputes Act 1947, The Industrial Employment (Standing Orders) Act 1946

### **Section – C**

Wage Laws: The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Payment of Bonus Act 1965

### **Section – D**

Social Security Laws: Introduction and Need for Social Security, The Employee's State Insurance Act 1948, The Employees Provident Fund and Miscellaneous Provisions Act 1952, The Maternity Benefit Act 1961

### **Recommended Reading:**

1. Ghosh and Nandan "Industrial Relations and Labour Law", McGraw-Hill Education India Pvt. Ltd.

### **Suggested Readings:**

1. Sinha, P.R.N. Sinha "Industrial Relations Trade Unions and Labour Legislation" Latest Edition, Pearson Education, New Delhi.
2. S.N. Mishra "Labour and Industrial Laws" Latest Edition, Central Law Publications, Allahabad.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

## **OLMBA 369T: Organizational Change and Development**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

Organisational Change: Concept, Forces of Change and Types of Change

Perspective on Organisational Change: Contingency Perspective, Resource Dependence Perspective, Population – Ecology Perspective, Institutional Perspective and Process Oriented Perspective

### **Section – B**

Theoretical Framework of Organisational Change: Lifecycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory

Models of Change: Lewin's Model of Change, Galpin's Model of Change, Schein's Model of Change, Nadler – Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model

### **Section – C**

Resistance to Organisational Change: Concept, Nature, Factors, Mechanism Underlying Resistance, Behavioral Elements, Cognitive and Effective Processes, Recognising Resistance, Managing Resistance to Change

Implementing Organisational Change: Introduction, Skills for Managing Change and Organising for Change - Strategy

### **Section – D**

Introduction to Organisational Development: Concept, Nature and Process of Organisational Development

Organisational Transformation: Emergence, Triggers, Analytical Tools and Techniques, Types of Interventions and Future Trends for Organisational Transformation

Role of Change Agents and Leadership in Organisational Development: Change Agents, Skills required for Role of Change Agent and Level 5 Leadership

**Recommended Reading:**

1. Radha R Sharma “Change Management and Organisational Transformation”, McGraw-Hill Education India Pvt. Ltd.

**Suggested Readings:**

1. French and Bell “Organisation Development”, Prentice Hall of India, New Delhi.
2. Cumming and Werley “Organisation Development and Change” Cengage Learning, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

## **OLMBA 370T: Training and Development**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

**Introduction:** Concept, Objectives and Benefits of Training and Development; Difference between Training and Development; Context of Training and Development; Instructional Design Model of Training and Development.

**Training Need Analysis (TNA):** Meaning and Significance of TNA; TNA at different levels; Methods used in TNA; TNA Process.

### **Section – B**

**Training Design:** Meaning and Purpose of Training Objectives; the Purchase-or-Design decision; Request for Proposal; Training Content.

**Training Methods:** Off-the-Job and On-the-Job Training Methods; Advantages and Disadvantages of Training Methods; Combining Off-the-Job and On-the-Job Training Methods.

### **Section – C**

**Learning Principles:** Concept; Learning Outcomes; Learning Styles; Learning Theories: Conditioning Theory, Social Cognitive Theory and Adult Learning Theory; Implications of Learning Theories for Training.

**Transfer of Training:** Concept; Process; Transfer of Training Strategies: Before and After Training; Interventions: Relapse Prevention, Self-Management and Goal-Setting.

### **Section – D**

**Training Evaluation:** Meaning, Need and Barriers to Training Evaluation; Formative and Summative Evaluation; Training Evaluation Models: Kirkpatrick's Hierarchical Model COMA Model, DBE Model.

**Employee Development:** Meaning and Importance of Employee Development; Approaches to Employee Development; Development Planning Process; Company Strategies for Providing Development.

Suggested Readings:

1. Noe, Raymond A., and Kodwani, Amitabh Deo, Employee Training and Development, McGrawHill.
2. Saks, Alan M. and Haccoun, Robert R., Managing Performance through Training and Development, Cengage Learning.
3. Craig, Robert L., Training and Development Handbook, McGrawHill.
4. Rolf, P., and Pareek, U. Training for Development, Sage Publications Pvt. Ltd.
5. Phillips, Jack J., Handbook of Training Evaluation and Measurement Methods, Routledge.
6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

## **OLMBA 371T: Performance Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

**Performance Management:** Concept, Scope, Significance and Principles, Performance Information System, Advantages of Performance Management.

**Impact of Organizational Structure and Operational Processes on Performance Management Process:** Organizational Structure: Micro and Macro, Operational Processes and Performance Management Process, Implications of Organizational Structure and Operational Process for Performance Management Process.

### **Section – B**

**Performance Appraisal:** Concept, Objectives and Need of Performance Appraisal, Role of Appraisal in Performance Management, Process of Performance Appraisal, Types and Methods of Performance Appraisal: Traditional and Modern Methods, Biases in Performance Appraisal.

**Performance Management Systems (PMS):** Importance and Features of PMS, PMS

**Frameworks:** Hierarchical and Process Oriented Frameworks.

### **Section – C**

**Performance Measurement:** Concept, Different Perspectives of Balanced scorecard, Benefits of Balanced Scorecard, HR Scorecard, Process of Developing the HR scorecard, Need for implementation of Balanced Scorecard and HR Scorecard.

**Organizational Leadership and Performance Management:** Impact of Leadership on Organizational Performance: Leadership Responsibilities, Characteristics of Effective Leadership, Developing Leaders across Hierarchies.

### **Section – D**

**Ethical and Legal Issues in Performance Management:** Concept, Objectives of Performance Management Ethics, Code of Ethics and Code of Conduct, Implementing Code of Ethics in the Workplace, Ethical Dilemma in Performance Management, Legal Aspects of Performance Management.

**Contemporary issues in Performance Management:** Business Process Reengineering, McKinsey 7s Framework, Lean Management, Quality Management and Six-Sigma Practices.

**Suggested Readings:**

1. Bhattacharyya, D.K. (2011), Performance Management Systems and Strategies, Pearson Publication.
2. Bagchi, S.N. (2013), Performance Management, Cengage Learning.
3. Kohli. A.S, Deb. T, (2012), Performance Management, Oxford University press, First edition.
4. Cardy. R.L, Leonard. B, (2011), Performance Management, PHI learning pvt.Ltd.
5. Armstrong, M. (2000), Performance Management, Kogan Page Publication.
6. Kandula, S.R., Performance Management: Strategies, Interventions, Drivers, PHI.

**Suggested websites:**

1. <http://swayam.gov.in/>
2. <http://edx.org> formerly <http://mooc.org/>
3. <http://epgp.inflibnet.ac.in/>



## **OLMBA – 372T: Human Resource Development**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

**Introduction to Human Resource Development (HRD):** Concept; Evolution of HRD; Relationship between Human Resource Management and HRD; Functions of HRD; Roles and Competencies of HRD Professional; Challenges to Organizations and to HRD Professionals.

**Employee Behavior and Employee Influences:** Introduction; Model of Employee Behavior; Internal and External Influences on Employee Behavior..

### **Section – B**

**Employee Skills and Technical Training:** Overview of Basic Skills Programs; Categories of Technical Training Programs: Apprenticeship Training, Computer Training, Technical Skills Training, Safety Training and Quality Training; Types of Interpersonal Skills Training: Sales Training, Customer Service Training and Teamwork Training.

**Socialization and Orientation:** Introduction; Socialization Process; Various Perspectives on the Socialization Process; Realistic Job Preview (RJP); Employee Orientation Programs: Assessment, Problems, Designing and Implementation.

### **Section – C**

**Employee Counseling and Wellness:** Overview of Employee Counseling Programs; Employee Assistance Programs; Stress Management Interventions: Definition, Model and Effectiveness; Employee Wellness and Health Promotion Programs; Exercise and Fitness Interventions; Issues in Employee Counseling.

**Coaching:** Definition; Need for Coaching; Conducting Coaching Analysis; Approaches to Coaching Discussion; Coaching Skills.

### **Section – D**

**Management Development:** Concept; Approaches to Understanding the Job of Managing; Making Management Development Strategic; Executive Education Programs; Management Training and Experiences; Designing Effective Management Development Programs.

**HRD and Diversity:** Labor-Market Changes and Discrimination; Adapting to Demographic Changes; Cross-Cultural Education and Training Programs; HRD Programs for Culturally Diverse Employees.

**Suggested Readings:**

1. Haldar, Uday K., Human Resource Development, Oxford University Press.
2. DeSimone, Randy L., and Werner, Jon M., Human Resource Development, Cengage Learning.
3. Rao, T.V., Future of HRD, Macmillan Publishers India.
4. Mankin, D., Human resource development, Oxford University Press.
5. Pace, R.W., Smith, Phillip C. and Mills, Gordon E., Human Resource Development: The Field, Pearson Education.
6. Gold, J., Holden, R., Lles, P., Stewart, J. and Beardwell, J., Human Resource Development: Theory and Practice, Macmillan International Publishers.

**Suggested websites:**

1. <http://swayam.gov.in/>
2. <http://edx.org> formerly <http://mooc.org/>
3. <http://epgp.inflibnet.ac.in/>

## **OLMBA 373SSeminar III**

**Max. Marks: 100 Marks**

**Internal Assessment: 00 Marks**

**End Term: 100 Marks**

## **OLMBA 468T: Strategic Human Resource Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

**Introduction to Strategic Human Resource Management:** Definition, Basis, Principles, Concepts, Perspectives, Best-Practice Approach, Best-Fit Approach, Bundling.

**HR Strategies:** Introduction, Overall and Specific HR Strategies, Criteria for an Effective HR Strategy, Developing and Implementing HR Strategies.

**Strategic Role of HR:** Concept, Strategic Partner Model, Strategic Role of HR Directors, Heads of HR Functions, HR Business Partners, Barriers to Strategic HR.

### **Section – B**

**Human Capital Management (HCM) Strategy:** Aims, link between HCM and Business Strategy, Developing a HCM Strategy.

**Work Systems:** Design and Redesign of Work systems, Strategic Work Redesign in Action-Outsourcing and Offshoring, Impact of Technology, HR Issues and Challenges related to Technology.

**High Performance Strategy:** High-Performance Work System, Characteristics, Development of High-Performance Strategy.

**Strategic Corporate Social Responsibility (CSR):** Definition, Activities, Rationale for CSR, Developing a CSR Strategy.

### **Section-C**

**Employee Engagement Strategy:** Introduction, Significance of Engagement, Factors influencing Engagement, Strategies for Enhancing Engagement.

**Knowledge Management (KM) Strategy:** Process of KM, Sources and Types of Knowledge, Approaches to the Development of KM Strategies, Strategic KM Issues.

**Employee Resourcing Strategy:** Objective, Strategic HRM Approach to Resourcing, Components of Employee Resourcing Strategy, Human Resource Planning, Employee Value Proposition, Resourcing Plans, Retention Strategy, Flexibility Strategy.

**Talent Management Strategy:** Definition, Process of Talent Management, Developing a Talent Management Strategy.

## Section-D

**Learning and Development Strategy:** Strategic Human Resource Development (SHRD), Strategies for Creating a Learning Culture, Organizational Learning Strategies, Learning Organization Strategy, Individual Learning Strategies.

**Reward Strategy:** Introduction, Structure of Reward Strategy, Content of Reward Strategy, Guiding Principles, Developing Reward Strategy, and Effective Reward Strategies.

**Employee Relations Strategy:** Introduction, Strategic Directions, Background to Employee Relations Strategies, HRM Approach to Employee Relations, Policy options, Formulating Employee Relations Strategy through Partnership Agreements, Employee Voice Strategies.

### Suggested Readings:

1. Armstrong, M., Strategic Human Resource Management: A Guide to Action, 4th Edition, Kogan Page Limited.
2. Mello, J. A., Strategic Management of Human Resources, 3rd edition, Cengage Learning, India.
3. Bhatia, S. K., Strategic Human Resource Management: Concepts, Practices and Emerging Trends, Deep & Deep Publications, New Delhi.
4. Armstrong, M., Armstrong's Handbook of Strategic Human Resource Management: A Guide to Action, 6th Edition, Kogan Page Limited, UK.
5. Bailey, C., Mankin, D., Kelliher, C., &Garavan, T., (2018), Strategic Human Resource Management, 2nd Edition, Oxford, Great Britain.
6. Dhar, R. L., Strategic Human Resource Management, Excel Books, New Delhi.  
, Excel Books, New Delhi.

### Suggested websites

1. <http://swayam.gov.in/>
2. <http://edx.org> formerly <http://mooc.org/>
3. <http://epgp.inflibnet.ac.in/>

## **OLMBA 469T: Industrial Relations**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

Growth of Indian Labour Force in India

Industrial Relations: Concept, Importance, Evolution, Perspective and Approaches to Industrial Relations

Main Recommendations of 2<sup>nd</sup> National Commission on Labour

### **Section – B**

Trade Unions: Concept, Structure and Characteristics, Problems associated with Trade Unions

Major National Trade Union Centers in India

### **Section – C**

Grievance Redressal Mechanism: Concept, Nature, Concept, Grievance Redressal Procedure

Dispute Settlement Machinery: Mediation and Conciliation, Arbitration and Adjudication

Collective Bargaining: Concept, Features and Importance, Principles, Prerequisites, Process of Collective Bargaining

### **Section – D**

Workers Participation in Management: Concept, Evolution, Objectives and Forms of Worker's Participation

Labour Welfare: Concept, Features, Need, Approaches of Labour Welfare and Labour Welfare Officers

### **Recommended Reading:**

1. C.B. Mamoria, P SubbaRao “Dynamics of Industrial Relations”, Himalaya Publication House.

**Suggested Readings:**

1. Venkata R Ratnam “Industrial Relations”, Oxford University Press, New Delhi.
2. Sinha, P.R.N. Sinha “Industrial Relations, Trade Unions and Labour Legislation” Pearson Education, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

*Master of Business Administration (Human Resource Management) (Semester – IV)*  
**OLMBA 470T: Managerial Competencies and Career Development**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

**Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

**Section – A**

Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models.

Formation of a Competency Framework: Sources of Competency Information, Position

Documentation, Process Documentation, Existing Documentation, Personnel Development Resources, Interviews, Behavioural Event Interview, Behavioural Description Interview

**Section – B**

Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations.

Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages

**Section – C**

Making Career Choices; Career Anchors; Organizational Socialization; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers.

Mentoring: Concept, Perspectives of Mentoring, Phases of the Mentoring Relationship,

Outcomes of Mentoring Programmes, Design and Implementation of formal mentoring programmes, Barriers to Mentoring

**Section – D**

Special issues in Mentoring: Women and Mentoring, Cross-gender Mentoring Relationships, Workplace Diversity and Mentoring; Mentoring Relationship – A strategic Approach.

Work–Life Integration: Changing notions of work-family relationship; Work – Life Issues;



Environmental Trends Impacting Work – Life Issues; Work – Family Conflict: Concept and Types; Work – Life Balance; Work – Life Integration; Work – Life Initiatives: meaning, type and benefits; Work – Family Culture; Approaches to Work – Life Integration.

**Suggested Readings:**

1. Seema Sanghi (2007) “The Handbook of Competency Mapping – Understanding, Designing and Implementing Competencies Models in Organizations”, 2nd Edition, Response Book, New Delhi.
2. Gary W. Carter, Kevin W. Cook, and David W. Dorsey, (2009) “Career Paths- Charting Courses to Success for Organizations and Their Employees”, John Wiley & Sons, Ltd., UK.
3. Jonathan Winterton and Ruth Winterton (2002) “Developing Managerial Competence”, Routledge, London
4. Jane Yarnall (2008), “Strategic Career Management - Developing Your Talent”, Butterworth-Heinemann, London.
5. Greenberg, Jerald and Baron, Robert A. (2010) “Behaviour in Organizations”, 9th edition, PHI, New Delhi.
6. Agarwala, Tanuja, (2007), “Strategic Human Resource Management”, Oxford University Press, New Delhi.

**Suggested websites**

1. <http://swayam.gov.in/>
2. <http://edx.org> formerly <http://mooc.org/>
3. <http://epgp.inflibnet.ac.in/>

## **OLMBA 471T: International Human Resource Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

Enduring Context of IHRM: Scope, Defining IHRM, concept of Expatriate, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM

Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non Expatriates, Role of Corporate HR Function

### **Section – B**

Recruitment and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples

Re – Entry and Career Issues: Concept and Repatriation Process, Individual Reactions to re – entry, Multinational Responses, Designing a Repatriation Program

Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees

### **Section – C**

International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre - departure Training Program, Developing Staff through International Assignments

International Compensation: Objectives, Key Components, Approaches to International Compensation

## Section – D

International Industrial Relations: Key Issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals, Issue of Social Dumping

IHRM Trends and Future Challenges: International Business Ethics and HRM, Mode of Operation and IHRM, Ownership Issues

### **Recommended Reading:**

1. Peter. J. Dowling and Denice E. Welch “International Human Resource Management”, Cengage Learning, New Delhi.

### **Suggested Readings:**

1. P. SubaRao “International Human Resource Management”, Himalaya Publishing House, Mumbai.
2. S.C. Gupta “A Textbook of International HRM” Mac Millan, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

## **OLMBA 472T: Knowledge Management**

**Time: 03 Hours**

**Max. Marks: 100 Marks**

**Internal Assessment: 30 Marks**

**End Term: 70 Marks**

### **Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5<sup>th</sup> question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

### **Section – A**

**Knowledge Management:** Definition, Scope and Significance, Techniques, Implementation, Types, Principles, Difficulties.

**Knowledge Management Solutions:** Knowledge Management Processes: discovery, capture, sharing, application, mechanisms and technologies; Knowledge Management Systems: discovering knowledge, capturing, sharing and utilizing knowledge; Knowledge Management Infrastructure: organisational culture, structure, IT infrastructure, common knowledge, physical environment.

### **Section – B**

**Drivers of Knowledge Management (KM):** Pillars of KM; Intellectual Capital; Seven Layers of KM; Critical Success factors in KM implementation.

**Technology and Knowledge Management:** Information Technology and KM-Hardware, Software and Group Ware; E-commerce & KM; Customer relationship management and KM; Total Quality Management and KM; Benchmarking and KM; How to measure KM.

### **Section – C**

**Organizational Impacts of Knowledge Management-** Impact on people; Impact on Processes; Impacts on Products; Impact on Organizational Performance.

**Human Resource and Knowledge Management:** Knowledge Worker; KM Toolbox; Coaching; Talent management; Strategies for human capital and talent management; Job hopping and Knowledge audit; Brain drain and Brain gain: The immigration of knowledge workers; Performance measurement for competitive advantage-role of knowledge workers.

### **Section – D**

**Learning Organisation:** Definition; Learning and Change; Managing innovations in organisations: innovation, personal innovation; Continuous learning; RICE Model for KM; KM success factors, myths; Basics of knowledge networking; Some examples of KM in Indian organisations.

**Future of KM:** Introduction; Protecting Intellectual Property; KM for decision making

Suggested Readings:

1. Fernandez-IrmaBecerra, Gondalez Avelino, Sabherwal Rajiv, Knowledge Management Systems, Pearson Education.
2. Reddy Ratan. B, Knowledge Management tool for Business Development, Himalaya Publishing House.
3. Warier Sudhir, Knowledge Management, Vikas Publishing House Pvt. Ltd.
4. Khandwalla, P., Corporate Creativity, McGrawHill.
5. Debowski, S., Knowledge Management, Wiley-India.
6. Wang, K., Hjelmervik, O.R., and Bremdal, B., Introduction to Knowledge Management: Principles and Practice, Tapir Academic Press.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

## **OLMBA 473SSeminar -IV**

**Max. Marks: 100 Marks**

**Internal Assessment: 00 Marks**

**End Term: 100 Marks**

**Seminar to present case studies in Human resource development**