# MBA SEM II

# MBA in Human Resource Management

| Sr. No. | Subject Code | Name of Subject | Course Type |
|---------|--------------|-----------------|-------------|
| 1 | MBA/201/HR | Introduction to Human Resource Management | DSC |
| 2 | MBA/202/HR | Talent Acquisition & Development | DSC |
| 3 | MBA/203/HR | Employee Relations Management | DSC |
| 4 | MBA/204/HR MBA/205/HR | Compensation & Benefit Management / Industrial Psychology & Sociology | DSE |
| 5 | MBA/206/HR | Human Resource Information System | DSC |
| 6 | MBA/207/HR | Business Communication | DSC |
| 7 | MBA/208/HRC | Entrepreneurship | DSC |

**MBA/201/HR**

**INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO | COURSE OUTCOMES |
|---|---|
| 1 | Introduce the basic concepts, Principles, Functions & processes of Human Resource Management. |
| 2 | Students are aware about the role, functions and functioning of human resource department of the organizations |

**UNIT I**: **Introduction & Concepts of HRM**, historical evolution of HRM Human Resource planning. Human Resource information system. Recruitment and sélection, Major functions of HRM.

**Unit II** : **Developing Human Resources**: HRD-Concept, functions and organizational effectiveness. Performance Appraisal System. Potential Appraisal System and Succession Planning. Career Planning and Development , Training and Development.

**Unit III** : **Motivating Human Resources**: Motivation at work-concept, objectives, types and applications. Participative Management-Approaches and Applications, Employee Empowerment-concept, nature, objectives, schemes and applications.

**Unit IV : Development Employee file maintenance** ; Drafting Interview Letter, Offer Letter, Appointment Letter, Promotion Letter, Transfer Letter, Appreciation Letter, termination letter, Notice, Circular and Memo.

**Suggested Readings:**

1. Personnel and Human Source Management by P. Subba Rao, 5th Edition, Himalaya Publication House.
2. Human Resource Management Text and Cases by K. Ashwatappa, 6th Edition Tata McGraw-Hill Education.
3. Essentials of Human Resources Management by Indranil Mutsuddi, New Age Publication.

# MBA/202/HR

# TALENT ACQUISITION AND DEVELOPMENT

**COURSE OUTCOMES:** After completion of this course the students will be able to

| CO | COURSE OUTCOMES |
|---|---|
| 1 | Develop the ability to critically analyze and apply effective recruitment strategies by considering various factors of talent acquisition process and retain talent. |
| 2 | Develop the ability to design and implement comprehensive selection processes that incorporate various assessment methods also they will gain insights into recruitment strategies employed by top multinational corporations (MNCs). |
| 3 | Gain a comprehensive understanding of training concepts, and develop a holistic approach to designing and implementing effective training program which can createan integrated learning environment within training programs, fostering enhanced knowledge acquisition and skill development. |
| 4 | Acquire the skills to effectively determine training needs and design training, they willgain the ability to evaluate training programs, assess their effectiveness, and make informed recommendations for improvement. |

**UNIT I Job Analysis**: Recruitment, Recruitment process, E-recruitment and its process, Sources of recruitment, Quality of application pool screening candidates, Resume, CV

**UNIT II Selection process**:Use of psychological test, Personality test, Ability test, Computer proficiency test, Interview process, Types, Advantages and disadvantages, Planning interview, Errors in selection, Reference and background check, Appointment orders, Verification of character, Criminal antecedent, Previous work behavior & educational qualification, Recruitment strategiesin top MNCs.

**UNIT III Training concept**: Role, Need and importance of training, Types of training, understanding process of learning, Developing an integrated approach of learning in training programme.

**UNIT IV Training need assessment:** Determination of training needs, Approaches to training needs assessment, TNA, Cycle of events. Designing training programmes, Methods of conducting training, Evaluation of training programmes

**Suggested Readings:**

1. A.V. Vedpuriswar,"Talent Management: The Indian Scenario", Himalaya PublishingHouse, Mumbai, India
2. Devdutt Pattanaik, "The Talent Sutra: An Indian Approach to Learning", Aleph BookCompany, New Delhi, India
3. Friedman & Schustack - Personality: Classic Theories and Modern Research, Pearson
4. Hall Calvin S.et al - Theories of Personality, Wiley-India Text Books
5. Lance Berger & Dorothy Berger-The Talent Management Handbook, McGraw Hills
6. Lynton & Pareek - Training for Development,Vistaar Publication
7. Sahu R.K. - Training for Development,Excel Books

# MBA/203/HR
# EMPLOYEE RELATIONS MANAGEMENT

**COURSE OUTCOMES:** After completion of this course the students will be able to

| CO | COURSE OUTCOMES |
|---|---|
| 1 | Understand and compare different perspectives on industrial and employment relations, and can evaluate the significance and implications of industrial relations in theemerging socio-economic context. |
| 2 | Illustrate the role of trade union in the industrial setup and analyze the dynamics of trade union leadership and the influence of trade union politics and linkages. |
| 3 | Comprehend the causes and impact of industrial disputes with proper understanding the provisions of the Industrial Dispute Act of 1947 and its significance in managing industrial conflicts. |
| 4 | Understand importance and process of developing and maintaining harmonious relationships between the management and all level of employees and can and analyze its implications on employment relationships. |

**UNIT-I: Industrial Relations perspectives:** Introduction & approaches (Unitary, Pluralistic, Class Conflict, Gandhian) to Industrial and employment relations, ILO, Dilemma, Basic aspects of industrial relations in India, Industrial relations and the emerging socio-economic scenario, Industrial relations and the state.

**UNIT-II: Trade Union:** Role of trade unions, Types of trade union, Trade union as an organization structure, Size, Affiliation, Membership, Finance, Leadership, Trade union recognition and registration, Trade union politics linkage, Implications, White collar unionism, Trade union in MNC's, Impact of globalization on trade union movement.

**UNIT-III: Industrial Conflict & Disputes:** Industrial disputes- Meaning & causes, Industrial dispute act – 1947, Alternate dispute resolution. Lay off, Termination, Retrenchment, Closures, VRS, Collective bargaining, Negotiation and collective settlements, Emotional intelligence, Quality of work life, Worker's participation in management.

**UNIT-IV: Laws Governing Employment Relationship & Contemporary Issues in Industrial Relations:** Salient features of industrial employment (Standing order) act1946.Role of labor laws and international bodies such as ILO, Social audit, Industrial relations in the emerging scenario, Employee empowerment and quality circles, Industrial relations and technological change.

**Suggested Readings:**

1. E.I. Rabindranath, Industrial relations in India. McGraw Hill Education
2. K. Aswathappa,"Essentials of Human Resource Management and Industrial Relations",Himalaya Publishing House, Mumbai, India
3. K. Aswathappa,"Human Resource Management: Text and Cases", McGraw Hill Education,New Delhi, India
4. Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons
5. Mamoria C.B., Rao V.S.P., "Personnel Management", Himalaya Publishing House,Mumbai, India
6. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. HimalayaPublishing House
7. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India.Himalaya Publishing House

# MBA/204/HR
# COMPENSATION AND BENEFIT MANAGEMENT

**COURSE OUTCOMES:** After completion of this course the students will be able to

| CO | COURSE OUTCOMES |
|---|---|
| 1 | Design rational and contemporary compensation systems in modern organization and analyses different types of rewarding procedures of employees on the basis of performance. |
| 2 | Analyze, integrate, and apply the knowledge to solve compensation and reward related problems in organization Students will be able to justify the existing pay structure to employees. |
| 3 | Gain the knowledge of the different softwares used for compensation management in this technological era. |
| 4 | Summarize the important provisions of social security legislation in reference toEmployee State Insurance Act 1948, Payment of Gratuity Act 1982, and Employee's provident Fund Act 1952. |

**UNIT-I** Compensation management and reward management, Components and theories compensation package, job evaluation.

**UNIT-II** CTC Structure, Salary slip contents, Diagnosis of compensation problem, Designing pay structure, Pay for performance competency based pay, Bonus calculation, Fringe benefits, Salary slips of different types of employees.

**UNIT-III** Reverse strategy, Executive compensation administration of compensation, Benefits of administration, Employee welfare, working conditions & benefits, Different software's used for compensation management**.**

**UNIT-IV** Law of minimum wages, Payment of wages, Payment of bonus, Workmen compensation,Payment of gratuity act 1982, ESI act 1948, State insurance, Provident fund, Gratuity and maternity benefits.

**Suggested Readings:**

1. Ashok Kapoor, Compensation Management in a Globalized Environment, WisdomPublications,New Delhi, India
2. B.D. Singh, Compensation Management: Principles, Practices, and Policies,Excel Books,New Delhi, India.
3. Bhattacharya,"Compensation Management",Excel Books India
4. George T. Milkovich, Jerry M. Newman,Compensation,McGraw-Hill,United States
5. P. Subba Rao,Compensation Management: Text and Cases,Himalaya Publishing House,:Mumbai, India
6. RC Sharma, Sulabh Sharma,"Compensation Management",SAGE Publication,India
7. T.V. Rao, Compensation and Benefits: HR Perspectives for the Indian Context, ExcelBooks, New Delhi, India
8. T.V. Rao,Compensation Management: Rewarding Performance, Res ponseBooks,ace,New Delhi, India

# MBA/205/HR

## INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO | COURSE OUTCOMES |
|---|---|
| 1 | Understand psychological theories related to employee motivation and selection, and apply them to improve workplace satisfaction and optimize personnel selection processes. |
| 2 | Analyze social theories and research methods to evaluate social structures and contemporary issues, enabling informed solutions and contributions to social change. |

**Unit- I: Introduction to Industrial Psychology**, Definition & Scope, Major influences on Industrial Psychology, Organization Moral & leadership, Industrial Psychology in India.

**Unit- II: Individual at work place**: Motivation & Job satisfaction, Stress Management, Organizational culture.

**Unit-III: Industrial Sociology**: Introduction, Industrial Sociology process, obstacles & influences on socialization. Industrial social system: Definition, Concept, Modern Socio-technical system & changes: Features, Effect on productivity, Industrial climate, Group & group cohesion.

**Unit-IV: Social responsibility of Business**: Concept, Rationale, Changing trend in social responsibility of Indian business, social responsibility of Indian businessmen.

**Reference Books:**
1. Miner J.B.: Industrial/ Organizational Psychology, McGraw Hill.
2. Blum & Naylor: Industrial Psychology, CBS Publication
3. Aamodt M.G.: Industrial/ Organizational Psychology an Applied Approach, Belmont, C.A.
4. Gisbert Pascal : Fundamentals of Industrial Sociology, Tata McGraw Hill, Delhi.
5. Scheider Egno V: Industrial Sociology 2nd edition, McGraw Hill, Delhi.
6. Sinha G.P. & P.R.N.Sinha : Industrial Relation & Labour Legislations, Oxford & IBH Publishing Co.

# MBA/206/HR
# HUMAN RESOURCE INFORMATION SYSTEMS

**Course outcomes:** After completion of this course the students will be able to

| CO | COURSE OUTCOMES |
|---|---|
| 1 | Describe the role and significance of Human Resource Information Systems (HRIS) in modern organizations, emphasizing how they enhance HR management and decision-making. |
| 2 | Analyze the various components and functionalities of HRIS, including data collection, storage, retrieval, and reporting, to effectively manage HR data and processes. |
| 3 | Evaluate the integration of HRIS with other organizational systems and technologies, understanding the implications for data security, privacy, and compliance.. |
| 4 | Apply HRIS tools and techniques to solve real-world HR challenges, such as recruitment and selection, performance management, training and development, and workforce analytics. |

**Unit 1**
**Introduction to HRIS** ; Definition and scope of HRIS .Evolution and importance of HRIS in modern organizations, Benefits and challenges of implementing HRIS

**Unit II**
   **HRIS Architecture and Components**: Overview of HRIS architecture and infrastructure ,Key components of HRIS: Database, Software, User Interface ,HRIS integration with other systems (e.g., payroll, attendance) HRIS Data Management: Data collection, storage, and retrieval in HRIS , Data security and privacy considerations

**Unit III**
**HRIS Implementation and Administration**: HRIS Selection and Vendor Evaluation, Identifying organizational needs and HRIS requirements ,Vendor selection process and criteria,
HRIS Implementation Process Planning and project management for HRIS implementation Data migration and system configuration Employee training and change management during HRIS implementation

**Unit IV**
**HRIS Challenges and Future Trends HRIS**: Security and Ethical Issues ,Addressing data security and privacy concerns ,Ensuring compliance with data protection regulations ,HRIS Integration and Interoperability , Mobile HRIS applications and accessibility ,AI and automation in HRIS functions

**Reference Books :**
   1. "Human Resource Information Systems: Basics, Applications, and Future Directions"Author: Michael J. Kavanagh, Richard D. Johnson, and Richard N. Dettmer
   2. "Human Resource Management with HRIS"Author: Michael J. Kavanagh and Richard N. Dettmer
   3. "HRIS and the HR Function: Evolution, Implementation, and Impact"Author: Julia S. Graham

# MBA/207/HR

# Business Communication

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO | COURSE OUTCOMES |
|----|-----------------|
| 1 | Demonstrate students to verbal and non-verbal communication ability to solve workplace communication issues. |
| 2 | Create and deliver effective business presentations, using appropriate tools. |
| 3 | Draft effective business correspondence with brevity and clarity. |
| 4 | Develop the students for job market. |

## Unit-1

Significance of Verbal Communication- Need of Communication Skills for Managers, Channels ,forms and dimensions of communication, Non-Verbal communication, Principles of non-verbal communication - through clothes and body language, Barriers of communication and how to overcome barriers.

## Unit-2

Presentation skills: Principles of Effective Presentations, Planning, Structure and Delivery, Presentation Style, Tools used to make Presentation impactful, Dynamics of group presentation and individual presentation. Just-a-Minute Presentation, Listening Skills, Negotiation Skill.

## Unit-3

Do's and Don'ts of Business Writing: Business correspondence, Report Writing, Email Etiquette, Resume Writing. Meetings - Meeting and Boardroom Protocol - Guidelines for planning a meeting, Case Analysis.

## Unit-4:

Interview Techniques- Essentials of placement interviews, web /video conferencing, telemeeting, Preparation for Interview, Group Discussions-Do's and Don'ts of GD, mock GD's on 2 topics.

## Suggested Readings:

1) Business Communication for Managers, Payal Mehra, Pearson Education India; Second edition.

2) Business Communication, Asha Kaul, Prentice Hall India Learning Private Limited

3) Business Communication Today, Bovee C L et. al., Pearson Education

4) Business Communication, P.D. Chaturvedi, Pearson Education.

5) Business Communication, T N Chhabra, Bhanu Ranjan, Sun India

6) Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi

7) Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

# MBA/208/HRC

# Entrepreneurship

**Course Outcomes: On successful completion of the course the learner will be able to**

| CO | COURSE OUTCOMES |
|----|-----------------|
| 1 | Explore entrepreneurial path and acquaint them with the essential knowledge of starting new ventures. |
| 2 | Students will learn tools and techniques for generating, testing and developing innovative startup ideas into successful enterprise. |

## Unit I: Foundations of Entrepreneurship Development

Concept and Need of Entrepreneurship Development, Concepts of Entrepreneur, Intrapreneur/Corporate Entrepreneur comparative study, Entrepreneurship Career opportunities, Entrepreneurship as a style of management, The Entrepreneur's Role, Task and Personality, Entrepreneurship in emerging economies.

## Unit II: Idea Generation

Definition of Innovation, Invention, Creativity, Identification of profitable pain points, Idea evaluation & validation methods, Opportunity recognition and entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition, The Strategic Window of Opportunity: Scanning, Positioning and Analyzing.

## Unit III: Business Planning Process

Types of Entrepreneurial Venture and the Entrepreneurial Organization, The business plan as an entrepreneurial tool, elements of Business Plan, Market Analysis, Development of product/idea, Critical risk contingencies of the proposal and its management Scheduling, Role of the following Govt. Agencies in the Entrepreneurship Development

## Unit IV: Project Management and Role of Government

Technical, Financial, Marketing Personnel and Management feasibility Reports,

Project financing: Debt, Venture Capital Funding, Angle Capitalist, Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc.

## Suggested Readings:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
4. Project management – K. Nagarajan.

5. Entrepreneurship: Strategies and Resources – Marc J. Dollinger

6. Innovation and Entrepreneurship – Peter F. Drucker

7. New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, M.S.Chhikara

8. Entrepreneurship and Small Business Management – Siropolis

9. The Entrepreneurial Connection - GurmeetNaroola

10. Corporate Entrepreneurship – Vijay Sathe

11. Make The Move: Demystifying Entrepreneurship – Ishan Gupta, RajatKhare