# CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –

# FIRST SEMESTER

# SEM-I

**Course Name:** organization behavior

**Course Code:**

**Course Objectives:**

After reading this lesson, you should be able to:

- Understand the Nature of Management
- Identify and Describe the Functions of Management
- Understand the Social Responsibilities of Business
- Appreciate the Interests of Various Stakeholders in The Business.

## Module 1:

- ➢ Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills
- ➢ Planning - Steps in Planning Process - Scope and Limitations
- ➢ Short Range and Long-Range Planning - Flexibility in Planning
- ➢ Characteristics of a sound Plan
- ➢ Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

## Module 2:

- ➢ Organizing - Organization Structure and Design
- ➢ Authority and Responsibility Relationships - Delegation of Authority and Decentralization
- ➢ Interdepartmental Coordination - Emerging Trends in Corporate Structure
- ➢ Strategy and Culture - Impact of Technology on Organizational design
- ➢ Mechanistic vs Adoptive Structures - Formal and Informal Organization.

## Module 3:

- ➢ Perception and Learning - Personality and Individual Differences
- ➢ Motivation and Job Performance
- ➢ Values, Attitudes and Beliefs
- ➢ Stress Management
- ➢ Communication Types-Process – Barriers
- ➢ Making Communication Effective.

## Module 4:

- ➢ Group Dynamics - Leadership - Styles - Approaches - Power and Politics
- ➢ Organizational Structure - Organizational Climate and Culture - Organizational Change and Development.

## Module 5:

- ➢ Comparative Management Styles and approaches
- ➢ Japanese Management Practices
- ➢ Organizational Creativity and Innovation - Management of Innovation
- ➢ Entrepreneurial Management
- ➢ Benchmarking
- ➢ Best Management Practices across the world
- ➢ Select cases of Domestic & International Corporations
- ➢ Management of Diversity.

## Reference:

- ➢ Drucker, Peter, F., 1981.  Management: Tasks, Responsibilities and Practices, Allied Publishers, New Delhi.
- ➢ Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.
- ➢ Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.
- ➢ Katz R.L., 1974.  Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

## Course Name: marketing Management

**Course Code:**

**Course Objectives:**  To make student understand the meaning of marketing, its importance and implementation in hospitality industry. To aware them about segmentation of marketing and various pricing strategies and to give information regarding various sources of promotion and communication and inform them about marketing research, data collection etc.

## Module 1:  HOSPITALITY MARKETING FUNCTION

- ➢ Introduction, meaning marketing vs. selling,
- ➢ 7 ps of marketing
- ➢ The customer: wants, needs, perception, buying capacity
- ➢ understanding services as Product: characteristics of services, challenges involved in service marketing.
- ➢ The buying decision process.
- ➢ The Hospitality Marketing Function
- ➢ Characteristics of hospitality business.
- ➢ The concept of marketing Mix

> ➢ Products life cycle
> ➢ The Hospitality products/services mix.

## Module 2:  MANAGING THE MARKETING SYSTEM

> ➢ Strategic Marketing The concept of strategy
> ➢ The concept of strategic planning
> ➢ The strategic Marketing system
> ➢ Strategy selection
> ➢ Problems with strategic plan
> ➢ The Marketing Plan
> ➢ Marketing Management vs. strategic Planning
> ➢ Requirements for a marketing plan
> ➢ Step or Development of a Marketing Plan
> ➢ The marketing budgets

## Module 3:  MARKET SEGMENTATION

> ➢ What is market segmentation, why segment market?
> ➢ Segment identification Segment selection Segment development
> ➢ Pricing Factors to consider when setting price
> ➢ General pricing approaches
> ➢ Pricing strategies

## Module 4: MARKETING COMMUNICATION AND PROMOTION

> ➢ Advertisement: media, frequency and budget Measuring Advertisement effectiveness.
> ➢ Publicity, Public Relation
> ➢ Direct/Personal Selling, process of Personal Selling,
> ➢ E-commerce marketing.
> ➢ Sales Promotion, Merchandizing, Suggestive selling

## Module 5:  MARKETING RESEARCH

> ➢ Meaning, Importance, Process of Research
> ➢ Data Collection – Types of Data, Sources of Data collection
> ➢ Sampling, Hypotheses – Meaning & Types
> ➢ Report Writing – Steps involved, Layout of report , precautions while writing research report

## Reference:

> ➢ Philip Kotler (1987) Marketing: An Introduction. ...
> ➢ Ramaswamy, V.S., 2002, Marketing Management, Macmilan India, New Delhi.
> ➢ Kotler P, Armstrong G,2008, Principles of Marketing, 9th Edition, Prentice Hall, New Delhi.
> ➢ Gandhi J.C, 1985, Marketing –A Managerial Introduction, Tata McGraw-Hill , New Delhi.

**Course Name**:  Quantitative Methods

**Course Code:**

**Course Objectives:** On completion of this course, the students will be able to

- Understand various quantitative & statistical methods
- Understand data and draw inference from data
- Calculate and interpret statistical values by using statistical tool (correlation & regression)
- Demonstrate an ability to apply various statistical tool to solve business problem

## Module 1:

➢ Permutation and Combination, Matrices and Determinants, Functions.

## Module 2: Meaning and Classification of Quantitative techniques, Statistics:

➢ Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data
➢ Characteristics of Frequency Distributions
➢ Measures of Central Tendency, Partition Values, Measures of Dispersion.

## Module 3: Probability:

➢ Concepts, Sample Space, Rules of Probability
➢ Independent Events, Bayes' Rule, Random Variable
➢ Simple-Correlation and Regression analysis.

## Module 4: Time Series:

➢ Analysis and its Components
➢ Measurement of Secular Trend
➢ Measurement of Seasonal Variation
➢ Forecasting with Moving Average.

## Module 5:

➢ Linear Programming, formulation and Graphical Solution
➢ Transportation problems and Solutions by North-West Corner rule
➢ Least Cost method and Vogel's approximation method
➢ Optimum Solution by MODI method
➢ Assignment Problem and its solution.

**Reference:**

➢ Quantitative Methods: An Introduction for Business Management by Author(s): Paolo Brandimarte
➢ "Quantitative Methods for Decision Making Using Excel" by Branko Pecar and Glyn Davis
➢ "Quantitative and Decision Making Techniques" by A K Bewoor and D R Waghole

**Course Name:** human resource management

**Course Code:**

**Course Objectives:** The primary concern of this course is to develop an appreciation effective of effective management of human resources and to enable the students to meet HR challenges in present scenario.

## Module 1:

➢ Strategic importance HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals;
➢ HR department operations;
➢ Human Resource Planning - objectives and process;
➢ Human resource information system.

## Module 2:

➢ Talent acquisition; recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees;
➢ Training and development, investment in training, training need assessment, designing and administering training program; executive development program, evaluation of T & D program.

## Module 3:

➢ Appraising performance; developing and instituting performance appraisal system, assessment and development centers, potential appraisal;
➢ Rewarding performance; linking rewards to organizational objectives,
➢ Determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services.

## Module 4:

➢ HR in knowledge era; HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing,

**Reference:**

➢ Human Resource Management by Gary Dessler
➢ HR from the Outside In: Six Competencies for the Future of Human Resources by Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich

**CURRICULUM & COURSE CONTENT FOR PG DIPLOMA –**

**SECOND SEMESTER**

**Course Name:** MANAGERIAL ECONOMICS

**Course Code:**

**Course Objectives:** The course in Managerial Economics attempts to build a strong theoretical foundation for Management students. The course is mainly analytical in nature and focuses on clarifying fundamental concepts from microeconomic viewpoint. The students are expected to study and analyses the dynamics of managerial decision making through this course. Also wherever possible, students are expected to study, analyses and interpret empirical evidence and case studies available currently on various basic concepts.

## Unit 1. Introduction of Managerial Economics and Demand

➢ Definition, Nature and Scope of Managerial Economics
➢ Managerial Economics and Microeconomics and macroeconomics
➢ Managerial Economics and decision-making
➢ Uses and Significance of Managerial Economics

## Unit 2. Introduction of Demand

➢ Meaning and Determinants of Demand
   o Demand Function
   o Law of Demand Market Demand
   o Elasticity of Demand
   o Types and Measurement of Elasticity
➢ Demand Forecasting
   o Meaning, Significance
   o Methods of Demand Forecasting

## Unit 3. Production

➢ Production Function
➢ Law of Variable Proportions
➢ Law of Supply
➢ Elasticity of Supply
➢ Measurement of Elasticity of Supply.
➢ Costs of Production.
   o Short run and long run costs
   o Economies of Scale
   o Cost estimation and cost forecasting
   o Breakeven analysis.

## Unit 4. Pricing Under Various Market Forms

- ➢ Perfect competition
- ➢ Monopoly Monopolistic Competition
- ➢ Oligopoly
- ➢ Price Discrimination
- ➢ Pricing Strategies and Methods
  - o Cost plus Pricing
  - o Marginal cost Pricing
  - o Price Leadership
  - o Transfer Pricing
  - o Seasonal
  - o Cyclical Pricing

## Unit 5. Need For Government Intervention in Markets

- ➢ Price Support
- ➢ Price Controls
- ➢ Prevention and Control of Monopolies
- ➢ System of Dual Prices

- ➢ ***Reference Books:***
- ➢ Managerial Economics – Analysis, Problems and Cases, P.L.Mehta, Sultan Chand and Sons, New Delhi.
- ➢ Managerial Economics - Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
- ➢ Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- ➢ Managerial Economics – G.S. Gupta – T M H, New Delhi.
- ➢ Managerial Economics - Mote, Paul and Gupta T M H, New Delhi.
- ➢ Managerial Economics – H L Ahuja, S Chand & Co. New Delhi.

## Course Name Business Communciation

**Course Code:**

**Course Objectives:**

To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization. CO5. To draft effective business correspondence with brevity and clarity.

## Unit 1. Communication and Mass Communication

- ➢ Meaning, definition and scope
- ➢ Introduction to Communication Theory
- ➢ significance and objectives of communication in organizations

- ➢ Principles of Communication

## Unit 2. Introduction to Business Communication, Effective Communication Skills and Process

- ➢ Definition and importance of Business Communication
- ➢ Introduction, Objective of Business Communication
- ➢ Effecive Communications Skills
- ➢ Process of communication

## Unit 3. Channels and Media of Communication

- ➢ Channels of communication
    - o Means or media of communication
    - o written communication
    - o Oral communication
    - o face to face communication
    - o Visual communication
    - o Audio-visual communication
    - o Silence – as communication media
- ➢ Interpersonal/intrapersonal Business Communication
- ➢ Business correspondence
    - o Business letters/reports (annual committee etc.) précis/summarizing etc.

## Unit 4. Type of Communication

- ➢ Organizational structure and patterns
- ➢ Downward communication; upward communication; horizontal communication;
- ➢ Grapevine; consensus and group communication committee, conference, listening, public speech and seminar

## Unit 5. Barriers to Effective Communication

- ➢ Concept of barriers
- ➢ types of barriers – Media barrier, physical barrier, semantic barrier, situation barrier, socio-psychological barrier
- ➢ Guidelines for effective communication
- ➢ Negotiation Skills: Introduction to Negotiation Skills

- ➢ *Reference Books:*
- ➢ Business Communication by K. K. Sinha. Galgotia Publishing Company., New Delhi.
- ➢ Business Communication by C. C. Pattensheti. R. Chand and Company Publishers., New Delhi.
- ➢ Essentials of Business Communication by Rajindra Pal and J. S. Korlahalli. Sultan Chand and Sons., New Delhi.16
- ➢ Effective Business Communication by Herta A. Murphy and Charles E. Peck. Tata McGraw Hill Publishing Company Limited., New Delhi.
- ➢ Essentials of Business Communication by Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited., New Delhi.

**Course Name:** FINANCIAL AND MANAGEMENT ACCOUNTING

**Course Code:**

**Course Objectives:** The objective of this course is to:

- Develop a thorough understanding of Accounts and Finance functions of an organization.
- Develop financial leadership qualities.
- Collate and integrate systems of Accounts and Finance.
- Become proficient in using information technology and accounting tools in decision making

## Unit 1. Introduction – Accounting:

- Basic Concepts of accounting transactions
- Principles, types of accounts, journal, ledger, trial balance
- final accounts (Emphasis on Clarification of account P & L account, Balance sheet
- Introduction to requirement of Schedule VI

## Unit 2. Using Financial Statements

- Statement of Financial Information
- Statement of Changes in Financial Position
- Financial Statement Analysis

## Unit 3. Cost Accumulation/Determination

- Cost Concepts
- Costing and Control of Materials
- Costing and Control of Labour
- Costing and Control of Factory Overheads
- Job order, batch and contract costing
- Process Joint and by-product costing
- Unit/single/output and operating costing
- Variable costing and absorption costing
- Uniform costing and interfirm comparison
- Reconciliation and integration

## Unit 4. Profit Planning:

- Cost-Volume-Profit Analysis
- Budgeting; Capital Budgeting

## Unit 5. Cost Control & Decision Making

- Standards costs
- Variance Analysis
- Cost Variances
- Variance Analysis: Revenue Variances
- Responsibility Accounting

➢ *Reference Books:*
➢ Introduction to Management Accounting –Horn green and Sundlem.
➢ Principles of Management Accounting – Manmohan & Goyal.
➢ Management Accounting – S.M. Inamdar.
➢ Management Accounting – Dr. Mahesh Kulkarni.
➢ Double Entry Book Keeping – T.S. Grewal. 6. Cost Accounting – Khan & Jain.
➢ Management Accounting 3rd Ed.- Khan & Jain.
➢ Theory & Problems in Management & Cost Accounting – Khan & Jain.
➢ Cost Accounting – Jawaharlal.

**Course Name:** Information Technology Management

**Course Code:**

**Course Objectives:**

To familiarize Students with the basic concepts of Information Technology. Students should be able to operate MS-Office independently and effectively.

## Unit 1. Fundamentals of Computer

➢ CPU, Basic logic gates, Computer Memory and Mass storage devices,
➢ Computer Hierarchy, Input Technologies, Output Technologies
➢ Number Systems and Arithmetic: Decimal, Binary, Octal, and Hexadecimal Number Systems, Binary Arithmetic

## Unit 2. Introduction to Computers Software

➢ System Software
➢ Application Software and Packages
➢ Introduction to Embedded Software

## Unit 3. Commonly used Software Packages like

➢ Microsoft Word
➢ Microsoft Excel
➢ Microsoft Power Point
➢ Microsoft Access
➢ Tally

## Unit 4. Introduction to World Wide Web

➢ Internet operations
➢ Introduction to Electronic Commerce and Electronic Business

## Unit 5. Functional and Enterprise Systems

- Data, Information and Knowledge Concepts
- Decision Making
- Process, Physical Components of Information Systems
- Classification of Information Systems
- Overview of Security Issues in Information Technology
- Emerging Trends in Information Technology


- *Reference Books:*
- Management Information Systems by Ken J. Sousa, Effy Oz
- **"Essentials Of Information Technology As Per Cce Guidelines Vol 2, Pb" by Sharma V**

# Post Graduate Degree in HR Management

## CURRICULUM & COURSE CONTENT FOR HR – SECOND YEAR

## SEM - III

**Course Name:** KNOWLEDGE MANAGEMENT

**Course Code:**

**Course Objectives:**

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisation and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations..

### Module I: Introduction to KM

➢ Knowledge Society
➢ Types of Knowledge - An Introduction to life in organizations
➢ Concept and Characteristics of KBOs
➢ Dimensions of HRM in KBOs
➢ New Role and Challenges for HRM in the KBOs.

### Module II: Managing Knowledge for organizational effectiveness

➢ Process and Methods
➢ Concept of Intellectual Capital and Learning Orientation in the Organizations
➢ Knowledge and Role related issues
➢ Performance Appraisal in a KBO
➢ Intellectual Property Rights (IPR).

### Module III: Managing Knowledge and Personnel & Organizational Health

➢ Rewarding Knowledge - Management of Retention

### Module IV: ICTs in KBOs

➢ HRIS for KBOs - Concept, Mechanisms
➢ Software Orientation - Performance Management – Mechanisms

## Module V: Technologies to Manage Knowledge

- ➢ Artificial Intelligence
- ➢ Digital Libraries – Repositories
- ➢ Knowledge Discovery – Creating Systems that Utilize Knowledge
- ➢ Knowledge Process Outsourcing
- ➢ Innovation Clusters.

### *Reference Book:*
- ➢ Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons
- ➢ Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi,2008
- ➢ Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi
- ➢ Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011

Course Name: HR ISSUES IN MERGERS & ACQUISITIONS

Course Code:

Course Objectives: The purpose of this course is to examine the human elements involved within Merger and Acquisition activities and the importance of recognizing employees and consumers are part of the overall process to ensure the merger or acquisition is a success.

## Module 1: Introduction

- ➢ Background of Topic
- ➢ Background of case study organisation – Neopost Ireland Ltd
- ➢ Research Questions and Objectives
- ➢ New and Relevant Research
- ➢ Suitability of the Researcher
- ➢ Scope and Limitations

## Module 2: Merger and Acquisitions

- ➢ Concept of M&A
- ➢ Failures in Mergers and Acquisitions
- ➢ Integration, Culture and Communication
- ➢ Employees – The Human Side of M&A
- ➢ Customer

## Module 3: Research Methodology and Research Methods

- ➢ Methodology
- ➢ Research Hypotheses/ Research Objectives
- ➢ Research Philosophy
- ➢ Research Approach
- ➢ Research Choice
- ➢ Research Strategy

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➢ Time Horizon

## Module 4:  Data Collection and Analysis

➢ Data Collection
➢ Ethical Issues and Procedure
➢ Limitations
➢ Interviews with employees
➢ Interview with Managing Director
➢ Interview with Customer

## Module 5: Discussion / Conclusions

➢ Overview
➢ Integration
➢ Culture & Communication
➢ The Human Side of M&As (employees and customers)
➢ Overall Conclusion
➢ Recommendations

➢ *References*
➢ https://www.businessgyan.com/hr-challenges-mergers-and-acquisitions
➢ https://www.businessgyan.com/hr-challenges-mergers-and-acquisitions

**Course Name:** LABOR LEGISLATION
**Course Code:**

**Course Objectives:**  This course is aimed at developing an understanding of the interaction pattern among labor, management and the State; impart basic knowledge of the Indian Labor Laws and its distinctive features and impart knowledge of the various enactments with focus on practice.

## Module 1: Introduction to Labor Legislation

➢ Social legislation and Labor Legislation
➢ Forces influencing Labor Legislation in India
➢ Principals of modern Labor Legislation
➢ Types of Labor Legislation
➢ International Labor Organization: Preamble to the constitution, Organization structure, Major Activities of ILO, International standards of Labor and their influence on Indian Labor Legislation

## Module 2: Factory and Industrial Employment Act

➢ The Factories Act, 1948:
   o Objective, coverage, welfare measures, administrative machinery
   o Recommendations of Second National Commission on Labor
➢ Industrial Employment (standing order) Act, 1946:
   o Objective, Coverage, Benefits and main provisions of the act

## Module 3:  Trade Union and Workmen's Compensation Act

- ➢ Trade Union Act, 1926: Objective, Registration Process and miscellaneous provisions
- ➢ Industrial Disputes Act, 1947: Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labor Court, tribunals, National tribunals, Amendments,
- ➢ Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India
- ➢ The Workmen's Compensation Act, 1923: Objective, Coverage, Benefits, Main provisions.
- ➢ Employee's State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act

## Module 4: PF and Gratuity Act

- ➢ The Employee's Provident Fund and Miscellaneous Provision Act, 1952: objective, coverage, employers' obligations, benefits, penalties, critical appraisal of the Act.
- ➢ The Payment of Gratuity Act, 1972: Objective, Coverage, Employers' obligations, benefits, critical appraisal of the Act.

## Module 5: Maternity Benefit and Child Labor Prohibition Act

- ➢ The Maternity Benefit Act, 1961: Objective, Coverage, Benefits, penalties, critical appraisal of the Act
- ➢ Child Labor (Prohibition and Regulation Act, 1986): Objective, Coverage, Benefits,
- ➢ Contract Labor (Regulation and Abolition Act, 1986): Objective, Coverage, main provisions

- ➢ *Reference Book:*
- ➢ A N Aiyar, Encyclopaedia of Labour Laws and Industrial Legislation. Vol 6. The Labour and Industrial Digest 1855 - 1956, Federal Law Depot, Delhi, 1957
- ➢ Arya P P, Labour Management Relations in Public Sector Undertakings, Deep and Deep Publications, New Delhi, 1982
- ➢ B D Singh, Industrial Relations, Excel Books, New Delhi.
- ➢ B D Singh, Labour Laws for Managers, Excel Books, New Delhi.
- ➢ Benjamin H Selekmar, Problems in Labour Relations, Mc Graw Hill Book Co. INC, Toronto, 1958
- ➢ K K Bhattacharya and L C Joshi, Labour Law Digest (1966-1969), Law Publishing House, Allahabad, 1970
- ➢ Monal Arora, Industrial Relations, Excel Books, New Delhi.
- ➢ Sethi R B and Dwivedi R N, Law of Trade Unions, Law Book and Co., Allahabad, 1966
- ➢ V S P Rao, Human Resource Management, Excel Books, New Delhi.
- ➢ Vasant Desai, Indian Industry; Profi le and Related Issues, Himalaya Publishing House, Bombay, Delhi, Nagpur, 1947

**Course Name:** TECHNOLOGY-BASED HUMAN RESOURCE MANAGEMENT

**Course Code:**

**Course Objectives:** By taking this course, you will understand how HR activity is transformed technologically using system such as HRIS.

## Module 1: Human Resource Information System (HRIS)

- Meaning, Definition of HRIS.
- Advantages of HRIS
- Human Resource Information Systems (HRIS) and databases.
- Concept, Structure, And Mechanics Of Human Resource Information Systems (HRIS)
- HRIS Implementation
- Living with new HRIS
- Survey of Softwares for HRIS

## Module 2: Performance Appraisal

- Concept and Uses of Performance Appraisal
- Problems with Appraisal System
- Future-Oriented Appraisal Methods
- Requirements of Effective Appraisal Systems

## Module 3: Training and Development

- Meaning, Purpose, Importance of Training
- Benefits to Organization and Employees
- Need, Importance, Objectives and methods of Executive Development
- Steps in Training

## Module 4: Compensation Management

- Concept
- Job Evaluation
- Personnel Information Systems
- HRM System
- Personnel Status Reporting System
- Compensation Systems
- Human Resource Information Systems (HRIS )
- Flow of authority and responsibility
- Behavior Patterns of HR & Other Managers
- Information Processing for Decision Making

## Module 5: Security, Size and Styles of Organizations & HRIS

- Planning Framework
- Security Management
- Professionalism
- Internal & External Staff
- Helping New Users

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- ➤ Security Issues
- ➤ User Documentation and Training
- ➤ Ensuring Data Security
- ➤ Organization Structure and HRIS
- ➤ Analytical Framework of HRIS
- ➤ IS Development Model
- ➤ Planning, Implementation and Control

- ➤ *Reference Book:*
- ➤ Practical Human Resource Information Systems Book by SATISH K. BAGDI and Satish M. Badgi
- ➤ Handbook of Human Resource Information Systems: Reshaping ...
  Book by Alfred J. Walker.

## Course Name: INTERNATIONAL BUSINESS & GLOBAL HRM

**Course Code:**

**Course Objectives:** This course is designed to make the student manage the following issues with respect to expatriate employees in MNC's and other organizations employing professionals from different countries. On completion of this course, student will be able to:

1. Take decisions regarding recruiting methods, selection procedures and staffing decisions for expatriate employees.

2. Design a training program using an effective framework for evaluating training needs, designing a training program, and evaluating training results.

3. Properly interpret salary survey data, design a pay structure and monitor the implementation of performance-based pay system and design employee benefit schemes.

## Module 1: Introduction to Global HRM

- ➤ Introduction to global HRM drivers of globalization
- ➤ Variables that moderate differences between HRM and GHRM.
- ➤ Global HRM trends and future challenges: Ethics in international business, strategies IHRM
- ➤ The organization context: The path of global status and control mechanism. Sustaining international business operations, Globalization emerging global economy, globalization of market, production investment and technology

## Module 2: Recruiting and Training

- ➤ Recruiting and selecting staff for international assignment: issues in staff selection, factors Moderating performance, selection criteria, dual – career couples,
- ➤ Re-entry and career issues: the repatriation process, multinational responses, designing a repatriation program

## Module 3: International Compensation

- ➤ Approaches of international compensation

- ➢ Key components of an International compensation programme, executive compensation.
- ➢ Global HR issues in the host context: standardization and adaption of work practices, retaining, developing and retrenching staff, language standardization, monitoring HR practices

## Module 4:  Industrial Relations and Performance Management

- ➢ International industrial relations: issues, responses of trade unions to multinational, regional Integration.
- ➢ Multinational performance management: Challenge, performance management and performance appraisal of international employees, appraisal of HCN employees

## Module 5:  HRM in Mergers and Acquisitions

- ➢ HRM in cross border merges and acquisitions: Motives behind mergers and acquisitions, HR Interventions
- ➢ Understanding human behavior in global perspective – issues in organization culture, cultural diversity at work, motivation and communication across culture, cross cultural leadership, multi cultural teams.
- ➢ Comparison of Indian HRM with those of UK, USA, Japan and China.

- ➢ *Reference Book:*

  - ➢ Dowling, P. J. and Welch, D. E. (1999). International Human Resources Management. 4th ed. CENGAGE Learning.
  - ➢ Ashwathappa, K. and Dash, S. (2008). International HRM. Tata McGrawHill. Publishing Company Limited.
  - ➢ Andersen, Arthur. (1996). International Assignment Policies- A Benchmark Study. Jossey-Bass Publishers.
  - ➢ Black, Stewart, Hal B. Gregersen and Mendenhall. Mark E. (1992). Global Assignments. Jossey-Bass Publishers.
  - ➢ Armstrong M., A Handbook ofPersonnel Management Practice. Kogan Page Publishers

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# SEM- IV

**Course Name:** ENTREPRENEURSHIP DEVELOPMENT

**Course Code:**

**Course Objectives:** Understand the concepts of entrepreneurship, its need and scope Understand meaning of term entrepreneur, classification of entrepreneur and qualities of an entrepreneur .

## Module I: Introduction

➢ An Overview of Entrepreneurship
➢ Entrepreneurial Environment
➢ Entrepreneurial Culture
➢ Innovation and Entrepreneurship

## Module II: Entrepreneurial Development

➢ Motivation and Entrepreneurship
➢ Entrepreneurship Development Process
➢ Institutions for Entrepreneurial Development
➢ Role of SSI sector

## Module III: Project Cycle

➢ Project Identification
➢ Project Formulation Feasibility Study
➢ Project Report
➢ Project Appraisal
➢ Ownership Structures

## Module IV: Intrapreneurship

➢ Intrapreneurship
➢ Dealership, Networking Franchising

## Module V: Entrepreneurship Development in different sectors

➢ Women Entrepreneurship Development
➢ Entrepreneurship Development in rural areas
➢ Entrepreneurship in Agriculture
➢ Entrepreneurship in Service Sector

➢ *References:*

➢ Clifford M.Baumback & Joseph R.Mancuso, ENTREPRENEUR-SHIP AND VENTURE MANAGEMENT, Prentice Hall
➢ Dan Steinhoff & John F.Burgess, SMALL BUSINESS MANAGEMENT – FUNDATMENTALS, McGraw Hill
➢ Donald L. Sexton & Raymond W.Smilor, THE ART AND SCIENCE OF ENTREPRENEURSHIP, Ballinger
➢ Gifford Pinchot, INTRAPRENEURING, Harper & Row
➢ Ram K.Vepa, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, Vikas

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OPEN & DISTANCE
LEARNING
NAVI MUMBAI

**Course Name:** CORPORATE GOVERNANCE, BUSINESS ETHICS & CSR
**Course Code:**

**Course Objectives:**
- To understand the Business Ethics and to provide best practices of business ethics
- To learn the values and implement in their careers to become a good manager.
- To develop various corporate social Responsibilities and practise in their professional life
- To Imbibe the ethical issues in corporate governance and to adhere to the ethical Codes

## Module 1: Introduction

- Definition & nature Business ethics, Characteristics
- Ethical theories; Causes of unethical behavior;
- Ethical abuses; Work ethics; Code of conduct; Public good.

## Module 2: Ethics Theory and Beyond

- Management of Ethics - Ethics analysis [ Hosmer model ];
- Ethical dilemma;
- Ethics in practice - ethics for managers;
- Role and function of ethical managers
- Comparative ethical behavior of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics;
- Cost of ethics in Corporate ethics evaluation.
- Business and ecological / environmental issues in the Indian context and case studies.

## Module 3: Legal Aspects of Ethics

- Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA.
- Social – cultural environment and their impact on business operations,
- Salient features of Indian culture and values

## Module 4: Environmental Ethics

- Economic Environment; Philosophy of economic grow and its implications for business; Main features of Economic Planning with respect to business;
- Industrial policy and framework of government contract over Business;
- Role of chamber of commerce and confederation of Indian Industries

## Module 5: CSR and Governance

- Definition- Evolution- Need for CSR; Theoretical perspectives;
- Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation;
- Evolution of corporate governance; Governance practices and regulation; Structure and development of boards;
- Role of capital market and government; Governance ratings; Future of governance-innovative practices;
- Case studies with lessons learnt

- *Reference Book:*
  - W.H. Shaw, Business Ethics, Cengage Learning, 2007.
  - Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
  - Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
  - Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
  - Satheesh kumar, Corporate governance, Oxford University, Press, 2010.

## Course Name: EMOTIONAL INTELLIGENCE & MANAGERIAL EFFECTIVENESS

### Course Code:

### Course Objectives:

- To understand the role of Emotional Intelligence in organizations and
- leadership
- To study the impact of Emotional Intelligence in workplace success
- To examine the relationship between Emotional Intelligence an occupational success.
- To examine the emotional intelligence competencies (if any) which are predictors of success?

## Module 1: Introduction

- Overview of Emotional Intelligence
- Evolution of EI
- EI Models
- Relevance of emotional intelligence in organizations and in education.

## Module 2: Literature Review

- Various Facets of Emotional Intelligence
- Theories of Emotions
- Definition of Emotional Intelligence
- Emotional Intelligence in Workplace
- Emotional Intelligence in Leadership

> ➤ Emotional Intelligence Training

## Module 3: Research Methodology

> ➤ Research Definition.
> ➤ Objectives and the scope of the study
> ➤ Methodology for questionnaires
> ➤ Selection of sample, data collection and analysis.

## Module 4: Relationship between Emotional Intelligence & Occupational Success

> ➤ Analysis of emotional intelligence measure and occupational success
> ➤ Relationship between Emotional Intelligence & Occupational Success

## Module 5: Summary and Findings

> ➤ Summary of the research study
> ➤ Recommendations and impact of emotional intelligence

> ➤ **References:**

> ➤ Emotional Intelligence: Why It Can Matter More Than IQ by Daniel Goleman
> ➤ Primal Leadership: Unleashing the Power of Emotional Intelligence by Goleman and authors Richard Boyatzis and Annie McKee
> ➤ Working with Emotional Intelligence by Daniel Goleman

## Course Name: − COMPETENCY MAPPING & ASSESSMENT

### Course Code:

### Course Objectives:
- Define competencies, their history and the important role they play in Human Resources and the organization.
- Apply competencies in recruitment and selection processes.
- Learn how to use competencies for identifying training needs.
- Use competencies and behavioural indicators to design performance appraisal systems.

## Module 1: Introduction

> ➤ Motivation
> ➤ Aim
> ➤ Research Questions
> ➤ Presentation of Etteplan
> ➤ Delimitations

**Module 2:  Theory**

- Competency Management System
- Data Mining
- Competency Mapping

**Module 3: Method**

- Systematic Literature Review
- Review Process
- Empirical Study
- Survey
- Semi Structured Interviews

**Module 4:  Results**

- Planning, Conducting and Evaluation of Review
- Etteplans Employees plans on Competency
- Etteplans Employees thoughts on Competency Management System
- Interviews

**Module 5:  Discussion**

- Method
- Results
- Proposed Competency Assessment Approach at Etteplan
- Future Research

- **Reference Books:**
    - [1] N. Anisha. "Competency Mapping of the Employees". In: International Journal of Advancements in Research Technology 1.5 (Oct. 2012), pp. 67–73.
    - [2] Daniele Apiletti, Elena Baralis, Tania Cerquitelli, Paolo Garza, Fabio Pulvirenti, and Luca Venturini. "Frequent Itemsets Mining for Big Data: A Comparative Analysis". In: Big Data Research 9 (2017), pp. 67–83.
    - [3] M. Bedek, S. A. Petersen, and T. Heikura. "From Behavioral Indicators to Contextualized Competence Assessment". In: 2011 IEEE 11th International Conference on Advanced Learning Technologies. July 2011, pp. 277–281. DOI: 10.1109/ICALT.2011.87.
    - [4] Mahdi Bohlouli, Nikolaos Mittas, George Kakarontzas, Theodosios Theodosiou, Lefteris Angelis, and Madjid Fathi. "Competence assessment as an expert system for human resource management: A mathematical approach". In: Expert Systems with Applications 70 (2017), pp. 83–102. ISSN: 0957-4174. DOI: https://doi.org/10.1016/j.eswa.2016.10.046. URL: http://www.sciencedirect.com/science/article/pii/S0957417416305875.
    - [5] Alan Bryman. Social Research Methods. 4th. Oxford University Press, 2012

**Course Name:** HR ANALYTICS

**Course Code:**

**Course Objectives:** By the end of this hr analytics program, participants will be able to:
- Display a thorough understanding of modern Talent/HR analytics
- Leverage HR data to make insightful business decisions
- Apply basic forecasting tools
- Transform HR into a strategic function
- Apply 'predictive management' using the modern tools of talent/HR analytics
- Apply the processes of modern Human Capital management
- Optimise and synchronise the delivery of HR services
- Get acquainted with best practice examples of organisations using talent/HR analytics

**Module 1: Introduction to HR Analytics**

➢ The Meaning and Power of Analytics
➢ Big Data and HR
➢ The Purpose and Uses of HR Analytics
➢ Needed Skills and Common Pitfalls to Avoid – The Analytical Leader
➢ Trend and Regression Analysis

**Module 2: Managing the future (tomorrow) – today**

➢ The Language of Metrics and Analytics
➢ The Evolution of Data Analysis
➢ Moving from Prescriptive to Predictive Analytics
➢ Lagging and Leading Indicators

- ➢ What we Know about Tomorrow
- ➢ The Future of Talent/HR Analytic

## Module 3: Human Capital Management Model for Managing Tomorrow, Today

- ➢ The Four Processes of Predictive Modern Human Capital
- ➢ Scanning the Market and Managing the Risk
- ➢ Turning Data into Business Intelligence
- ➢ Avoiding Common Metrics Mistakes
- ➢ The Levels of Metrics
- ➢ Applying Metrics and Analytics to Make a Difference

## Module 4: Big Data Applications in HR

- ➢ Using Predictive Analysis to Attack Long-Term Turnover and Productivity Problems
- ➢ Using Predictive Analysis to Improve Staffing and Retention
- ➢ Exploring Data that Indicates How Leading Companies Retain Core Talent in Critical Functions
- ➢ Exploring the Impact of Education Level of Employees in Core Functions on a Business' Market Performance

## Module 5:  Examples of Organisations Using Talent/HR Analytics

- ➢ Employee Engagement
- ➢ Sales
- ➢ Employee Absenteeism
- ➢ Retention
- ➢ Incentives
- ➢ Leadership

- ➢ *Reference Book:*
  - ➢ Levenson (2015). Strategic Analytics: Advancing Strategy Execution and Organizational Effectiveness.
  - ➢ Becker, Huselid & Ulrich (2001). The HR scorecard: Linking people, strategy, and performance.
  - ➢ Cascio & Boudreau (2008). Investing in People: Financial Impact of Human Resource Initiatives.
  - ➢ Edwards & Edwards (2016). Predictive HR Analytics: Mastering the HR Metric
  - ➢ Ulrich, Kryscynski, Brockbank & Ulrich (2017). Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do About It