Syllabus for
Master of Business Administration
(HUMAN RESOURCE MANAGEMENT)
MBA (HRM)

Semester: I - IV

Syllabus for the Batch
Examinations: 2026-28

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) Copy rights 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.

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	
OLMBA150T	Managerial Economics	30	70	100	4
OLMBA151T	Business Environment	30	70	100	4
OLMBA152T	Quantitative Methods for Management	30	70	100	4
OLMBA153T	Accounting for Management	30	70	100	4
OLMBA154 T	Marketing Management	30	70	100	4
OLMBA155T	Management Principles and Organizational Behavior	30	70	100	4
	Total Marks and Credits	**180**	**420**	**600**	**24**

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End Term	Total	
OLMBA250T	Business Research Methodology	30	70	100	4
OLMBA251T	Financial Management	30	70	100	4
OLMBA252T	Human Resource Management	30	70	100	4
OLMBA253T	Entrepreneurial Development and MSMEs	30	70	100	4
OLMBA254T	Business Communication and Personality Development	30	70	100	4
OLMBA255S	Seminar-I	-	100	100	4
	Total Marks and Credits	**150**	**450**	**600**	**24**

Note: Syllabus of 1st and 2nd Semester for all MBA, MBA (FM), MBA(MM) & MBA(HRM) running in online mode are same.

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA 381T	Labour Legislations and Social Security	30	70	100	4
OLMBA 382T	Organizational Change and Development	30	70	100	4
OLMBA 383T	Performance Management	30	70	100	4
OLMBA 384T	Learning and Development	30	70	100	4
OLMBA 385T	Emotional Intelligence and Managerial Competencies	30	70	100	4
OLMBA 386S	Seminar-II	0	100	100	4
OLMBA 387T	Human Resource Data Analytics	30	70	100	4
	Total Marks and Credits	**180**	**520**	**700**	**28**

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA 481T	International Human Resource Management	30	70	100	4
OLMBA 482T	Knowledge management	30	70	100	4
OLMBA 483T	Strategic Human Resource Management	30	70	100	4
OLMBA 484P	Research Project	0	300	300	12
	Total Marks and Credits	**90**	**510**	**600**	**24**

Semester I

OLMBA150T: MANAGERIAL ECONOMICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Section B

- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.

Section C

- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.

Section D

- National Income: Conceptual Framework, different concepts of National Income, Methods of Measuring National Income, Limitations of measuring National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Phillips curve.

Course Outcomes: This course is designed to equip the students with better understanding of the economic relationship with business factors and its application in real life complex business situations. Students may develop the analytical ability to apply the economic theories and laws in the decision making process. It bridges the gap between economics in theory and in practice.

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, 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. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

OLMBA151T: BUSINESS ENVIRONMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four).Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.

Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy.

SECTION B

Aspects of Economic Reforms: Liberalization; Privatization/Disinvestment of PUFLic Enterprises; Globalization and its Implications for India.

Meaning and Rationale of Economic Planning in India; Objectives & features of NITI Aayog

Deficit financing and its implications for Indian Economy; Analysis of current year Annual Budget.

SECTION C

Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments

Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR;The Environment Protection Act, 1986 with Latest Amendments.

SECTION D

Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India.

Salient Features of FEMA and GST (Goods and Services Tax)

Concepts of Balance-of-Payments; Balance-of-Trade; Currency Convertibility and Changes in Foreign Trade Policy of Indian Government.

Course Outcomes:

This course will provide knowledge of the environment in which businesses operate and helps the students to understand the different environment like, political, technological and economic environment of the business that impact the decision of any organization.

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, Vrinida Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Note: **It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.**

Semester I

OLMBA152T: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- **Correlation and Regression Analysis:** Simple correlation (Karl's Pearson – Actual Mean, Assumed Mean and Actual Value method), Partial and Multiple correlation coefficients. Regression-Definition, types, simple and multiple regressions (three variables only).
- **Basic Concepts of Probability:** Elementary probability theory: Definitions, Concepts, Combination in Theory of Probability, Additive and Multiplicative laws of probability and their business applications.
- Practical through SPSS/MS Excel.

Section B

- **Probability Distributions:** Binomial, Poisson and Normal distributions; with their properties, applications and fitting of curve.
- **Basic Concepts of Hypothesis:** Null and Alternative Hypotheses, Type I and Type II errors, Steps of hypothesis testing

Section C

- **Hypothesis testing** : **Parametric tests**: Z- Test(Population mean, two population mean and standard deviation and proportion) T- Test (Population mean, two means of independent and dependent samples(paired t-test)), F- Test (Variance-Ratio test), ANOVA (1-way and 2-way);
- **Non-Parametric tests**: Chi Square test.
- Practical through SPSS/MS Excel

Section D

- **Linear programming**: definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.
- **Transportation problems**: For initial basic feasible solution- North West Corner, Least Cost, and Vogel Approximation Method and For Optimality – Stepping Stone and Modified Distribution Method.
- Practical's through SPSS/MS Excel

Course Outcomes: This course emphasizes on achieving an understanding of quantitative methods with associated statistical techniques and their usefulness in managerial decision making. Students develop relevant computational skills through hands on experience with statistical package namely SPSS resulting in nurturing of problem solving and analytical aptitude.

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. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

Semester I

OLMBA 153T: ACCOUNTING FOR MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

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.

Course Outcomes: This course helps create awareness and understanding of the accounting process and fundamental accounting principles and to generate the ability of reading, interpreting and analyzing financial statements. The course provides decision making skills to students in financial analysis and application of quantitative knowledge to help analyze and solve business problems. Students will learn how to make financial decisions, including decisions around budgeting, financial statements, and cost and profit analysis.

Suggested Readings:

1. Bhattachrya, 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.
8. http://swayam.gov.in/
9. http://edx.org formerly http://mooc.org/
10. http://epgp.inflibnet.ac.in/

MBA (TWO YEAR PROGRAMME)
(Under Credit Based Evaluation and Grading System*) SYLLABUS*
THE BATCH FROM YEAR 2025 TO YEAR 2027

Semester I

OLMBA 154T: MARKETING MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

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.**

Semester I

Course Outcomes: Keeping in view the current environment, this course will help students to understand the current market and what are the market mix strategies to be adopted to capture the market. It also helps them to understand various pricing and communication techniques.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane , Marketing Management: 15th Edition. Pearson Education, New Delhi, 2016.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 5th edition, Mc Graw Hill Education (India), 2015.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Semester I
OLMBA 155T: MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A- D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

Management: Concept, Functions, Roles and Skills, Manager's job and Management principles. **Schools/Historical background of Management**: Early Classical Approach: (Fayol's approach, Scientific Management); Neo Classical/Behavioral Approach (Human Relations Approach, Early Advocates of Organizational Behavior and the Hawthorne Studies), Modern Management Approach- Quantitative, Systems and Contingency approaches.

SECTION B

Organizational Behavior (OB) : Meaning, Challenges and Opportunities for OB.
Perception and Attribution: Concept, Factors Influencing Perception, Perceptual Process; Attribution Theory; Common Shortcuts in Judging Others.
Personality: Meaning, Determinants, Big Five Model, Other personality traits relevant to OB.

SECTION C

Motivation: Concept, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, Expectancy Theory, Equity Theory, and Goal Setting Theory.
Leadership: Concept, Trait Theories, Behavioral Theories, and Contingency Theories: Fiedler Model, Situational Leadership Theory, Path-Goal Theory, and Leader-Participation Model; Contemporary Theories: Leader-Member Exchange Theory, Charismatic Leadership, Transactional and Transformational Leadership, and Servant Leadership.
Decision Making: Rational Model, Bounded Rationality and Intuition; Common Biases and Errors in Decision Making.

Semester-I

SECTION D

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group/Team Development, Types of teams.
Analysis of Interpersonal Relationship: Transactional Analysis.
Power and Politics: Meaning, Bases of Power, Role of Dependence in Power Relationships, Power Tactics, Causes and Consequences of Political Behavior.

SUGGESTED READINGS:

1. Tripathi, P.C and Reddy, P.N, Principles of Management, Tata McGraw-Hill, New Delhi.
2. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, Tata McGraw-Hill, New Delhi.
3. Robbins Stephen P: Organisational Behaviour, Pearson.
4. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
5. Kavita Singh: Organisational Behaviour, Vikas PUHLication.
6. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
7. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. – Organisational Behaviour; Tata McGraw Hill.
8. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11. http://epgp.inflibnet.ac.in/

Course Outcomes: This course will help students to understand how individual differences such as personalities, perceptions, attitudes, and ethics- affect employee performance in the organization and describe how managers can capitalize on employee diversity. Students will be able to apply different motivational theories and methods to increase the productivity and job satisfaction of employees in the organization.

Semester II

OLMBA 250T:BUSINESS RESEARCH METHODOLOGY

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Business Research Methodology: Introduction, Definition, Scope, Basic and Applied Research, Managerial Value of Business Research, Research Process.
Research Designs: Exploratory, Descriptive and Experimental Research Designs.
Exploratory Research Designs: Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
Descriptive Research Designs: Survey and Observation Methods.

Section B

Experimental Research Designs: Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs. **Classification of data**: Primary and Secondary, Research applications, Sources
Measurement: Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.

Section C

Sampling Design: Steps in Sampling Design, Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.
Non-Probability Sampling Methods- Convenience Sampling, Judgement Sampling, Snowball Sampling Quota
Sampling. Sampling and Non-Sampling Errors Tabulation and Cross Tabulation of Data

Section D

Questionnaire and Questionnaire Design: Criteria for questionnaire designing: Types of questionnaires, steps involved in designing a questionnaire
Referencing: Need, styles and formatting
Report Writing: Importance of report writing, Types of research reports, and Report Structure.

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., "Business Research Methods", Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics", Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, "Business Research Methods" Oxford University Press, New Delhi.
4. Bajpai, Naval, "Business Research Methods", Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, "Research Methodology: Concepts and Cases", Vikas Publication House, Noida
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to develop critical core competencies and skills required to carry out scientific research enquiry. The course provides a strong grounding in understanding the research process thereby enabling students to engage themselves as either the independent sole researcher or as part of an organizational research team.

OLMBA 255S: SEMINAR I

Credits: 0-0-4

Total Marks: 100

Course Outcomes: The course trains students to develop presentation skills that will be essential during their entire professional careers. Ultimately, a firm foundation for students to further evolve as insightful authors and confident orators is established**.**

OLMBA 251T: FINANCIAL MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

SECTION A

- **Financial Management**: Meaning and Nature; Financial Goal-Profit vs. Wealth Maximization; Finance Functions-Investment, Financing, Liquidity and Dividend Decisions. Financial Planning- Capitalization, Theories of Capitalization.
- **Time Value of Money** -Rationale; Techniques; Present value, future value and annuity; Concepts of compounding and discounting. (Practical Through Excel)
- **Instruments of finance**: Long Term and Short Term.

SECTION B

- **Cost of Capital**: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings; Combined Cost of Capital (Weighted). (Practical Through Excel)
- **Capital Structure Theories**: Conceptual Framework. Determinants. Net Income Approach, Net Operating Income Approach, Intermediary Approach and M.M. Hypotheses with Special Reference to the Process of Arbitrage. (Practical Through Excel)

SECTION C

- **Operating and Financial Leverage**: Measurement of Leverages; Financial and Operating Leverage, Combined Leverage. (Practical Through Excel)
- **Capital Budgeting**: Nature of Investment Decisions; Investment Evaluation Criteria- Non- Discounted Cash Flow Criteria, Discounted Cash Flow Criteria; Risk Analysis in Capital Budgeting (Practical Through Excel).
- **Dividend Policies**: Issues in Dividend Decisions. Forms of Dividends; Theories of Relevance and Irrelevance of Dividends. (Practical Through Excel)

SECTION D

- **Management of Working Capital**: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

- **Management of Cash**: Motives for Holding Cash, Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques
- **Management of Receivables**: Credit Policy, Credit Terms and Collection Efforts.

**All concepts to be practically done through use of excel.*

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
3. Brealey, Richard A and Sleward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi
6. Pandey, I,M: Financial Management, Vikas Publishing House, Delhi.
7. Van Horne. J.G. and J.M. Wachowicz Jr.: Fundamentals of Financial Management. Prentice-Hall, Delhi.
8. Van Horne, James G: Financial Management and Policy, Prentice Hall, Delhi,
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York,
10. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
11. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York
12. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Jrwin, Homewood lllinois
13. http://swayam.gov.in/
14. http://edx.org formerly http://mooc.org/
15. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is designed to equip students with the knowledge and skills to perform various financial functions of financing, investing, and profit planning in the most effective and efficient manner. It would facilitate both personal and institutional financial planning in the most prudent manner considering returns as well as inherent risks.

Semester II

OLMBA252T:HUMAN RESOURCE MANAGEMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

Human Resource Management (HRM): Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.

Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Section B

Recruitment and Selection: Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.

HR Training and Development: Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

Section C

Employee Separation and Retention: Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement. **Performance Appraisal**: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.

Job Evaluation: Meaning, Process and Methods of Job Evaluation.

Section D

Managing Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Incentives: Concept, Importance and Process of Incentives.

Fringe Benefits: Meaning, Forms and Administration of Benefits.

Managing Diversity: Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.

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) Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
6) Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
7) Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
8) Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

9. http://swayam.gov.in/
10. http://edx.org formerly http://mooc.org/
11.http://epgp.inflibnet.ac.in/

Latest Editions to be followed

Course Outcomes: The course will provide a comprehensive understanding about human resource management in the organizations. Particularly, students will gain knowledge about the core functions of HR department including procurement, payroll, training and retention of employees.

Semester II

OLMBA 253T: ENTREPRENEURIAL DEVELOPMENT AND MSMEs

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

Section A

- Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. Developing Corporate Entrepreneurship.
- Understanding Entrepreneurship Perspective: Entrepreneurship Motivation.
- Developing Creativity and Understanding Innovation.

Section B

- Ethics and Social Responsibility of an Entrepreneur.
- Role of Entrepreneurship in Economic Development.
- Entrepreneurial Decision Process.
- Micro, Small and Medium Enterprises

Section C

- Process of setting up of a small scale industrial enterprise, legal requirements in setting up, governmental policies for SMEs. Entrepreneurial support system: SIDBI, TCO,NIESBUD, DICs, NIDC, NSIC, EDI Ahmedabad, NABARD, SFC's, NIMSME.
- Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.

Section D

- Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods. Feasibility Study. Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan

Semester-II

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India,2001.
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill
5. MohantyKeshari: Fundamentals of entrepreneurship, PHI Learning Pvt. Limited.
6. Kuratko.D.F.,Rao T.V.: Entrepreneurship-A South-Asian Perspective, Cencage Learning India Pvt. Ltd.
7. http://swayam.gov.in/
8. http://edx.org formerly http://mooc.org/
9. http://epgp.inflibnet.ac.in/

Course Outcomes: This course is a combination of theoretical and empirical perspectives for the application of knowledge to real-life organizational issues. The students will learn developing idea generation, how to start an enterprise and design business plans and know the parameters to assess opportunities and constraints for new business ideas.

Semester II

OLMBA254T: BUSINESS COMMUNICATION AND PERSONALITY DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Exam: 30% weightage
End Semester Exam: 70% weightage

Instructions for the Paper Setters

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section. The duration for exam will be 3 hours.

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

SEMESTER II

Semester II

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.

Course Outcome: This course has been designed to provide a comprehensive view of scope and importance of communication in business and equip students to display competence in oral, writing and visual communication, apply communication theories, effective internal communication and skills required for presentation and interaction within an organisation. Students are also prepared to face job interviews.

SEMESTER II

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, NewDelhi.
6. http://swayam.gov.in/
7. http://edx.org formerly http://mooc.org/
8.http://epgp.inflibnet.ac.in/

SEMESTER III

OLMBA 381T : LABOUR LEGISLATIONS AND SOCIAL SECURITY

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage

Instructions for the Paper Setters:

1. **End Semester Examination: 70% weightage** 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 **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, Principles and Factors influencing Labour Legislation in India

Occupational Safety and Health and Working Conditions Laws: The Factories Act 1948, The ContractLabour (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 ofBonus 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" LatestEdition, 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 382T : ORGANISATIONAL 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 **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

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

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

Section – B

Theoretical Framework of Organizational 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 Organizational Change: Concept, Nature, Factors, Mechanism Underlying Resistance, Behavioral Elements, Cognitive and Effective Processes, Recognizing Resistance, ManagingResistance to Change

Implementing Organizational Change: Introduction, Skills for Managing Change and Organizing for Change - Strategy

Section – D

Introduction to Organizational Development: Concept, Nature and Process of OrganizationalDevelopment

Organizational Transformation: Emergence, Triggers, Analytical Tools and Techniques, Types ofInterventions and Future Trends for Organizational Transformation

Role of Change Agents and Leadership in Organizational 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, NewDelhi.
3. http://swayam.gov.in/
4. http://edx.org formerly http://mooc.org/
5. http://epgp.inflibnet.ac.in/

OLMBA 383T : 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 **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

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: Hierarchal 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/

SEMESTER III

OLMBA 384T : LEARNING AND DEVELOPMENT

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters: Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A
▪ **Learning Principles:** Concept; Learning Outcomes; Learning Styles; Learning Theories: Conditioning Theory, Social Cognitive Theory and Adult Learning Theory; Implications of Learning, Theories for Training. ▪ **Training:** Concept and Need, Process of Training and Development Programme: Identification of Training and Development Needs, Setting of training objectives, Designing and Implementation and Methods of Training; Training Evaluation: Kirkpatrick's Hierarchical Model.
Section B
▪ **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. ▪ **Coaching:** Definition; Need for Coaching; Conducting Coaching Analysis; Approaches to Coaching; Coaching Skills.
Section C
▪ **Mentoring**: Concept, Perspectives of Mentoring, and Phases of the Mentoring Relationship, Outcomes of Mentoring Programs, Design and Implementation of formal mentoring programs, Special issues in Mentoring: Women and Mentoring, Cross-gender Mentoring Relationships, Technology and Mentoring. Barriers to Mentoring. ▪ **Career Planning, Development, and Management:** Career- Concept, Career Stages, Career Anchors; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers.
Section D
▪ **Succession Planning:** Concept, Internal versus external succession planning, Challenges in the absence of succession planning, Strategies for accelerating development for succession. ▪ **Employee counseling and Wellness:** Counselling Process**,** Overview of Employee Counseling Programs- Employee Assistance Programs, Employee Wellness and Health Promotion Programs; Need and significance of programs, Issues in Employee Counseling. ▪ **HRD and Diversity:** Labor-Market Changes and Discrimination; Cross–Cultural Education and Training Programs to promote diversity.

Suggested Readings:

1. Haldar,UdayK.,Human Resource Development, Oxford University Press.
2. DeSimone,RandyL.,andWerner,JonM.,HumanResourceDevelopment,Cengage Learning.
3. Aggarwala, Tanuja., Strategic Human Resource Management, Oxford University Press.
4. Noe A. Raymond and Amitabh Deo Kodwani, Employee Training and Development, Mc Graw Hill.
5. K. Ashwathappa, Human Resource Management: Text and Cases, Mc Graw Hill.
6. Rishipal, Training and development methods, S. Chand Publishing.

Latest Editions to be followed.

Course Outcome:

This course intends to impart knowledge to the students as how to develop skills, knowledge and abilities of employees, which in turn improves an organization's effectiveness. Human resource development is an investment in employees that will ultimately result in a stronger and more effective work force. When an organization develops their employees, they are strengthening their assets and making these employees even more valuable.

OLMBA 385T : EMOTIONAL INTELLIGENCE AND MANAGERIAL COMPETENCIES

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters: Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section-A

Emotions: Nature, Characteristics, Components and Types of Emotions, Effect of emotions on thinking and actions,Emotions and Moods: Their sources, Development of emotions and emotional maturity.

Emotional Intelligence: Concept of Emotional Intelligence, Emotional Quotient, Difference of EIfrom Cognitive Intelligence, Relationship between EQ and IQ, Consequences of Low and High EQ.

Section- B

Working With Emotional Intelligence: EI can be enhanced or developed, development of EI, Models of EI: Ability Models, Trait models, and Mixed models.

Success and Emotional Intelligence: Concept, Emotional Intelligence and success, Success in terms of professional excellence, Success as a leader or manager of an organization; emotional skills that managers should learn- learn to recognise emotions, learn to empathise with others, develop high self-esteem, manage emotional upsets, Be an emotional winner, manage your anger.

Section- C

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- D

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.

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: S.K. Mangal & Shubhra Mangal, Emotional Intelligence- Managing Emotions to Win in Life, PHI Learning Pvt. Ltd., New Delhi.

2. Dalip Singh, Emotional Intelligence at Work, Latest Edition, Response Books (Sage Publications), New Delhi.

3. Rajagopalan Purushothaman, Emotional Intelligence, Sage Publications, New Delhi.

4. Daniel Goleman, Emotional Intelligence, Bantam Books, New York.

5. Liz Wilson, Stephen Neale & Lisa Spencer-Arnell (2012), Emotional Intelligence Coaching. Kogan Page India Private Limited.

6. Travis Bradberry, Jean Greaves (2009), Emotional Intelligence 2.0, Talent Smart

7. Seema Sanghi (2007), The Handbook of Competency Mapping– Understanding, Designing and Implementing Competencies Models in Organizations, 2nd Edition, Response Book, New Delhi.

8. Jonathan Winterton and Ruth Winterton (2002), Developing Managerial Competence, Routledge, London

Course Outcome:

The course provides an understanding of emotions, emotional quotient and emotional intelligence. It also establishes a link between success and emotional intelligence of individuals. Also, the course provides insights regarding managerial competencies and competency mapping. Study of these aspects shall help in the improvement of the overall performance and well-being of employees.

OLMBA386S: SEMINAR II

Credits: 0-0-2

Course Outcomes: The course trains students to develop presentation skills that will be essential during their entire professional careers. Ultimately, a firm foundation for students to further evolve as insightful authors and confident orators is established.

OLMBA 387T : HUMAN RESOURCE DATA ANALYTICS

Credits 4-0-0
Total Marks: 100
Mid Semester Marks: 30
End Semester Marks: 70
Mid Semester Examination: 30% weightage
End Semester Examination: 70% weightage

Instructions for the Paper Setters: Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A

- Introduction to HR Analytics, Preparation of HRIS, Three level model of Analytics, Types of Data, Major KPIs across different HR Functions.
- Understanding Descriptive analysis- sorting and filtering of data, conditional formatting, Calculation of Ratios, percentages, Mean, Extracting data in Pivot tables.
- Data visualization: Types of charts and their usage (Practical to be done on MS-EXCEL)

Section B

- Data importing in SPSS, Treatment of missing data, Anomaly detection analysis (Identification of outliers), Calculation of Dummy Variables, and Derived Variables.
- Process of Hypothesis Testing, Errors in hypothesis testing.
- Introduction to Data Analyzing techniques- parametric tests (independent sample t test, paired sample t test) and their alternative non parametric tests (Mann Whitney U test, Wilcoxon signed test) (Practical to be done on SPSS using HR related caselets)

Section C

- One way and Two way ANOVA and its alternative non parametric test (Kruskal Wallis test)
- Recruitment and Selection Analytics- Major metrics; Association analysis- Correlation, Chi square test
- Performance Analytics- Major Key Performance Indicators; Principal Component Factor analysis (Practical to be done on SPSS using HR related caselets)

Section D

- Compensation Analytics: Major Key Performance Indicators and their calculation on MS-EXCEL; Predictive Analysis- Linear Regression.
- Learning and Development Analytics: Major Key Performance Indicators; Clustering Analysis (Practical to be done on SPSS using HR related caselets)

Suggested Readings:

1. Rama Shankar Yadav and Sunil Maheshwari, HR Analytics, WILEY India.

2. Bharti Motwani, HR Analytics, WILEY India.

3. Martin R Edwards and Kirsten Edwards, Predictive HR Analytics, Kogan Page Publishers.

4. Shonna D waters et al., The practical guide to HR Analytics, Society for Human

Resource Management

5. Subhashini S. Tripathi and Reuben Ray, HR Analytics in depth, BPB Publications.

Latest Editions to be followed.

Course outcomes: The course offers the opportunity to gain hands-on experience working with HR data. The course may enable the students to learn analytical skills that enable them to generate insights to support the decision making. The data analysis skills that students develop with this course offer a solid foundation to specialize for roles such as HR Data Scientist, HR Analyst or HR Consultant.

SEMESTER-IV

OLMBA 481T : 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 **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

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:

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 **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

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, physicalenvironment.

Section – B

Drivers of Knowledge Management (KM): Pillars of KM; Intellectual Capital; Seven Layers ofKM; 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 onProcesses; 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 ManagementSystems, Pearson Education.
2. Reddy Ratan. B, Knowledge Management tool for Business Development, HimalayaPublishing 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 KnowledgeManagement: 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/

OLMBA483T :- 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 **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 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 HRStrategy, Developing and Implementing HR Strategies.

Strategic Role of HR: Concept, Strategic Partner Model, Strategic Role of HR Directors, Heads ofHR 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 ofHigh-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 influencingEngagement, 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 TalentManagement 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 EmergingTrends, Deep & Deep Publications, New Delhi.
4. Armstrong, M., Armstrong's Handbook of Strategic Human Resource Management: A Guideto Action, 6th Edition, Kogan Page Limited, UK.
5. Bailey, C., Mankin, D., Kelliher, C., &Garavan, T., (2018), Strategic Human ResourceManagement, 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/

OLMBA484P : RESEARCH PROJECT

Credits 0-0-12
Total Marks: 300

Course Outcomes:
The students would be able to demonstrate the ability to apply analytical thought to a body of knowledge, make inferences based on the analysis and interpretation of data and/or predict cause and effect relationship