

Detailed Course Scheme
Master of Business Administration
(MBA)
**(Finance, Marketing and Human Resource
Management)**

Semester-III
(2021-23)

DOC202109080009



RNB GLOBAL UNIVERSITY

RNB Global City, Ganganagar Road,
Bikaner, Rajasthan 334601

OVERVIEW

RNB Global University follows Semester System along with Choice Based Credit System as per the latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd (July-December)** and **Even (January-June)**. Besides this, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for (July to December) Odd Semester, 2022 along with examination pattern is as follows:

Semester - III

S. No	Course Code	Course Name	L	T	P	Credits
1.	11005400	Summer Internship and Report	0	0	12	6
2.	11005601	Strategic Management	3	0	0	3
3.	11005501	Entrepreneurship	3	0	0	3
4.	-	Open Elective-I	3	0	0	3
Group 1(Marketing)						
5.	-	Specialization Elective - I	3	0	0	3
6.	-	Specialization Elective - II	3	0	0	3
Group 2 (Finance or HR)						
7.	-	Specialization Elective - I	3	0	0	3
8.	-	Specialization Elective - II	3	0	0	3
9.	99002900	Center for Leadership Development -I	3	0	0	3
10.	11018100	Managerial & Interviewing Skills	3	0	0	3
11.	99003300	Workshops/ Seminars/ Human Values/ Social Service/ NCC/NSS	-	-	-	1
Total			27	0	12	34

OPEN ELECTIVE

Course Code	Course Name
11005700	Business Analytics

ELECTIVES

Group 1

Specialization	Course code	Course name
Marketing	11007001	Consumer Behaviour
	11016400	Sales and Distribution Management

Group 2

Specialization	Course code	Course name
Finance	11006401	Security Analysis and Portfolio Management
	11006300	Insurance and Risk Management
HR	11017800	Talent Acquisition, Training and Development
	11006000	Strategic Human Resource Management

CURRICULUM

Course Name: Strategic Management

Course Code: 11005601

Objectives

- The subject attempts to train the mind of the students with deep cognizance. Strategic management, analysis, choice, implementation & control of the various generic strategies are learnt in this subject at mature levels.
- To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Outline

Unit I: Introduction

Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy - Mckinsey's 7'S Framework —Organization's Strategic Intent—Mission—Values, Goal and Objective. Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders' Approach to Strategic Management—Overview of the concept of Corporate Governance—Crafting a Strategy—The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organization. Ansoff's Model, I/O Model and RBV Model;

Unit II: Understanding Competitiveness

The Structure-Conduct-Performance (SCP) Model—Environmental Factors—Industry and Competitive Analysis – Porter's 5 Forces Model —Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—The Resource-based View—Value-Chain Analysis.

Unit III: Strategy Formulations

Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalizing Markets—Strategy and Competitive Advantage in Diversified Organizations—Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation—Outsourcing as a Strategic Option: Issues and Concerns;

Unit IV: Strategy Analysis and Choice

Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Scenario Assessment, Trend Assessment, BCG Matrix, PIMS Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE),etc.

Unit V: Issues in Strategy Implementation and Evaluation

Management Perspective—Resource Allocation—Managing Conflict and Resistance to Change—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six-Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools.

Suggested Readings:

1. Hilland Jones, Strategic Management, An Integrated Approach, Cengage Learning.
2. Glueckand. Jauch, Business Policy and Strategic Management, McGraw- Hill, Intl.
3. Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill.
4. Thomson & Strickland 'Strategic Management: Concept & Cases' Tata McGraw Hill
5. M. E. Porter; 'Competitive Advantage', Free School Press.
6. Wheelen & Hunger 'Strategic Management & Business Policy' Addison- Wesley.
7. Johnson & Scholes 'Exploring Corporate Strategy' Prentice Hall India.

Course Name: Entrepreneurship

Course Code: 11005501

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The Course Aims at Instituting Entrepreneurship Skills in the Students by giving an overview of who the entrepreneurs are and what competences are needed to become an Entrepreneur or Entrepreneur. The Course aims at giving insights into the Management of Small Family Business, based on 3S Model: Stimulate Sustain and Support so that a spirit of Entrepreneurship can be inculcated among the student participants.

Course Outline

Unit I: Introduction to Entrepreneurship

Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India

Unit II: Developing Business Idea & Feasibility Studies

Starting an Enterprise; Identifying a Problem, Recognizing Opportunities and Generating Ideas; Five Steps to Generating Creative Ideas. Different sets Feasibility Analysis; Develop a Business Plan; Writing a Business Plan; Industry and Competitor Analysis. Assessing a New Venture's Financial Strength and Viability; Getting Funding or Financing; Building a New-Venture Team; Unique Marketing Issues;

Unit III: Business Model Innovation and Business Model Design

The concept of Strategic Business model innovation. Ostwalder's CANVAS Model and other Business Models; Characteristics of aro bust business model. Lifecycle of a business model and renewal of business models. Types of Innovation: Technical, Service Oriented, Manufacturing, IT, etc and real life cases of Business model innovation. Pitfalls and risks in innovation, Innovation: why it fails? Discuss the processes of innovation and alternative process models.

Unit IV: Doing Business In India & Entrepreneurial support Evolution of SMEs:

Definition of SMEs, Characteristics, Role in Economic Development, Needs of SMEs benefits and incentives for MSME's Forms of Organizations; Proprietary, Partnership, **Family Business**, Company etc., Establishing SMEs—Project Identification and Selection, Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., Registration and licensing. **Govt Policy** towards Small business. Policy Framework for SMEs—Policy Shiftssince1991,regulatoryFramework-Laws and Regulations for SMEs. SME Development Bill, 2005-LLP Act, Changing Policy frameworks SME Strategies, MSMED Act 2006.

Central Government-SSI Board ,SIDO, SISI, PPDCs, RTCs,CFTI ,NISIET, NIESBUD, NSIC State Government: Directorate of Industries, DICs, SFCs, SIDC/IIC, SSIDC Financial Institutions and Banks; SIDBI, Commercial Banks, RRBs and Co-operative Banks etc.–Enterprise Perspective-Banker's Perspective.

Suggested Readings:

1. Jayshree Suresh, Entrepreneurial Development, Margham Publishers, Chennai, 2011.
2. Entrepreneurship; Bruce R. Barringer& R. Duane Ireland, Pearson Publication
3. Entrepreneurship; Rajiv Roy; Oxford University Press.
4. Shankar Raj, Entrepreneurship: Theory And Practice, Tata Mc-graw Hill Publishing Co.ltd.-new Delhi, 2010
5. Jeffry A. Timmons, Stephen Spinelli New venture creation, Tata McGrew Hill, 7th Edition 2009.
6. Martin, Roger , The Design of Business, Harvard Business Publishing,2009
7. Janszen, Felix & Degenaaars, Grada, A Practical Guide to Innovation Excellence – *Stichting Centurumvorr* Innovative Management, Netherlands,2011.
8. Drucker. F, Peter, Innovation and Entrepreneurship, Harper business,2006.
9. Ambrose, Gavin & Harris Paul, Design Thinking, Ava Publishing, 2009
10. Osterwalder, Alexander & Pigneur Yves, Business Model Generation, John Wiley & Sons Inc, 2010.
11. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
12. Hirsch, Robert, Peters Michael & Dean Shepherd, Entrepreneurship. Tata McGraw Hill Education Private Limited, 2006
13. Yuvnesh Modi, Rahul Kumar, Alok Kothari , The Game changers: 20extraordinary success stories of entrepreneurs from IIT Kharagpur, Random House, 2012

Course Name: Business Analytics

Course Code: 11005700

Objectives

- To make students understand basic Concepts of Business Analytics. And give them Hands on learning to make use of MS Excel as a TOOL for Business Analytics. Another important aspect to be focused on Interpretation of results of these Software tool.
- This course focuses on collecting, organizing and using data as an aid to making managerial decisions. MBA students should be able to understand the concepts involved and be able to use appropriate techniques in using them for decision making.

Course Outline

Unit I

Overview of Business analytics – Components of Business analytics – data ware housing – data mining – mind-set required for a business analytics profession

Unit II

Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

Unit III

Introduction to Data, Text and Web mining - Performance Management

Unit IV

Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Analytics Software;

Unit V

Finance – Marketing – Operations – Human Resource analytics using analytics software.

Suggested Readings

1. E.Turban, R. Sharda, J. Aronson, and D. King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery,"SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011

3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons.

Course Name: Consumer Behaviour

Course Code: 11007001

Objectives

- This course aims to empower students with knowledge and capacities to understand and analyze consumer behavior, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- This course aims at enabling students to understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Outline

Unit I: Consumer Behaviour

Recapitulate basic marketing concepts, Segmentation targeting positioning, Customer value, satisfaction and retention. Marshallian Utility Theory, Hicksian Indifference Approach, and MIT Samuelson Revealed Preference Theory.

Consumer's decision-making process, **Models of Consumer Behaviour**:-four views of decision making

Unit II: Consumer Motivation

Arousal of motives, type of needs, measurement of motives and customer involvement;

Personality and Lifestyle: theories of personality, consumer diversity, brand personality, self and self-image lifestyle profiles: VALS, AIO.

Consumer Perception: Elements of perception, consumer imagery, perceived risk and consumer perception.

Unit III: Consumer Learning

Behavioral learning, cognitive learning theories, measures of consumer learning

Consumer Attitude formation and change: Models of attitude, attitude formation, strategies of attitude change.

Unit IV: Reference groups

Family and social class influences, Types of reference groups and their influence on

consumer behavior, families and households and their decision making, family life cycle, forms of influence, social class influences–affluent consumer.

Unit V Consumer culture

Sub-culture and cross cultural factors and their influence on consumer behavior, cultural values, myths, symbols and rituals;

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education.
2. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill.
3. Assael, H., 'Consumer Behaviour in Action', Cengage Learning.
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning.
5. Batra S and Kazmi S, 'Consumer Behaviour', Excel Books.
6. Nair, 'Consumer Behaviour in Indian Perspective' Himalaya Publications.
7. Kumra, Rajiv. Consumer Behaviour, Pearson Education.

Course Name: Sales and Distribution Management

Course Code: 11016400

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioral finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed which incorporates understanding of various concepts, which the course aims to provide to the student participants.

Course Outline

Unit I: Sales Management

Meaning, Nature and Importance of Sales Management, Sales objectives, Strategies and Tactics, The Selling Process, Buyer-Seller Dyads, Emerging trends in sales, Sales as a Career. Characteristics of a successful salesman; **Sales Organization** –Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities;

Unit II: Sales Force Management

Recruiting and selecting the sales force, Planning sales training programs, Motivating the sales force and Compensating the sales force. Devising a Sales Compensation plan, Sales meetings and Sales contests, Supervising, Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity;

Unit III: Sales forecasting, Quotas and Territory management

Sales Forecasting methods, determining size of sales force/ Planning the sales effort, Effective Selling Theories Sales Quota setting and Administration, Procedure for designing sales territories, managing territorial coverage. Sales Budget; Purpose, Forms, Contents and Procedure;

Unit IV: Marketing Channel Management

Meaning and Definition of Distribution Channel, Characteristics/Features of Marketing Channel, Setting Distribution Objectives. Channel of Distribution for–Consumer Products, Industrial Products and Services, Channel Functions and Flows, Levels of Channel of Distribution; Types of Distribution Channel, Intensity of Marketing Coverage; Channel conflict and its management & Channel Cooperation.

Channel design and planning process, Selecting channel partners, Channel design implementation and electronic channels. Factors affecting Channel Selection. Retailing: Retailer, Role of the retailer, Classification of retailers, Retail strategies, E-tailing.

Wholesaling: Wholesaler, Function and Classification of Wholesalers, Distributors/Dealers/Stockiest, Strategic Issues in Wholesaling. Role of C&F and Cash & Carry;

Unit V: Physical Distribution Management

Concepts, Meaning, Objectives, Physical Distribution Decision Areas. Physical Distribution(Logistics)Management Transportation Management and Warehousing Management.

Suggested Readings

1. **Sales Management**—Richard R.Still, Edward W.Cundiff and Norman A.P. Govoni, Pearson Education
2. **MarketingChannels**:Coughlan,Anderson,SternandElAnsary(PrenticeHall/Pearson)

3. **Sales and Distribution Management**–Text and Cases-Tapan Panda, Sahadev, Oxford Publications.
4. **Sales and Distribution Management**–Text and Cases-Krishna K Havaladar and Vasant M Cavale,Tata McGraw Hill Publication.

Course Name: Securities Analysis and Portfolio Management

Course Code: 11006401

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the financial market of India, focused on the Stock Market (Capital Market).
- The pedagogy will include lectures about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Outline

Unit I: Introduction

Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation; Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity;
Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.
Risk and Return: Concept, types and measurement of risk and return.

Unit II: Security Analysis

Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, And Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate , Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements.

Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators.

Unit III: Portfolio Management

Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques;

Portfolio theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance.

Unit IV: Capital Asset pricing Models

APT – Random Walk Hypothesis Mode of delivery

Unit V: Derivatives

Introduction, Meaning of Future contracts, Forward Contracts, Difference, Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.

Suggested Readings

1. V. A. Avadhani - Securities Analysis and Portfolio Management -- Himalaya Publishing House, Mumbai – 10th Edition - 2011.
2. M. Ranganatham, R. Madhumathi - Security Analysis and Portfolio Management -- Pearson Publications – 2nd edition – 2010.
3. Donald E. Fischer, Ronald J. Jordan - Security Analysis and Portfolio Management -- Pearson Publications – 6th edition – 2010.
4. Herbert B. Mayo - An introduction to Investments - - Cengage Learning –2nd edition, 2010.
5. Dhanesh Kumar Khatri - Investment Management & Security Analysis --Macmillan – 2nd edition – 2011.Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
7. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
8. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
9. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications

Course Name: Insurance and Risk Management

Course Code: 11006300

Objectives

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of Insurance with the basic focus on risk management techniques. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Risk Management. The lectures will be designed in such a way to teach students about the practical applicability of the subject taught.
- This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.

Course Outline

Unit I

Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems (RMIS)

Unit II

Enterprise Risk management – interest rate risk or asset liability management –Frame work for ERM - credit risk management – market risk management –operation risk management – components of operation risk management and strategic risk management – role of Chief Risk Officer(CRO) .

Unit III

Project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project – various tools used in project risk management – process of project Risk management –disclosure of project risk management.

Unit IV

Concept of Financial risk management – drivers of financial risk management –sources of solving financial risks of an organization – tools used in financial risk management - risk involved in Asset liability management(ALM) – Techniques of valuation including estimate and proxies – explain hedgeable and non-hedgeable –treasury function .

Unit V

Significance of Insurance – types of Insurance – basic principles of Insurances -salient features of Insurances – Insurance regulatory and development authority –duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman

Suggested Readings

1. Trieschmann, Hoyt, Sommer -Risk Management and Insurance -- Cengage Learning – 2010.
2. Mark S. Dorfman- Introduction to Risk Management and Insurance – PHI –9th edition – 2010.
3. P. K. Gupta- Insurance and Risk Management – Himalaya Publishing House– 2010
4. S. Arunjatesan and R. R. Viswanathan - Risk Management and Insurance, Concepts and practices fo Life and General Insurance – Macmillan – 2010.
5. Harrington, Niehaus - Risk Management and Insurance – Tata McGraw Hill – 2nd edition – 2010

Course Name: Talent Acquisition, Training and Development

Course Code: 11017800

Objectives

- To understand the various talents acquisition organization models; analyze strategic talent priorities under the broad themes of market maturity, organization readiness, and organization aspiration; learn more about different aspects of talent acquisition organization modes: team structure, process and governance.
- Define talent acquisition and differentiate between recruiting and selection processes.
- This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in updating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.
- This course will help the student to get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

Course Outline

Unit I

Overview of Talent management, Workforce analysis; talent management strategy aligned with business strategy. Introduction to Competency, concepts and scope. Competency Frameworks-Generic competencies, Behavioral and Functional Competencies, Iceberg model. Intense war for Talent, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines. Concept of Demand Supply.

Unit II

Internal Vs External Recruitment, various tools, Steps in Selection Process, Assessment Centers, Competency based interview techniques, Retention and Engagement. Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring. Appointment Letters, Compensation components, Statutory deductions, Fitment and Offer closure. Current trends and best practices sharing on demand supply of Talent, NASSCOM Foundation and Current Employment outlook, Recruitment process outsourcing (RPO).

Unit III

Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design

Unit IV

Transfer of Training - Training Evaluation, Training and Development Methods - Traditional Training Methods

Unit V

E-Learning and Use of Technology in Training - Employee Development. Special Issues in Training and Employee Development - The Future of Training and Development.

Suggested Readings

1. Human Resource Selection, Robert D Gate wood and Hubert S Field.
2. Staffing Organization, Herbert G Heneman, Timothy Judge.
3. Competency based HRM, Shermon Ganesh.
4. Building Robust Competencies, Linking HR System to Organization Structure, Paul Green.
5. Employee Selection, Lily M Berry.
6. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication,
7. Blanchard, Effective training-Systems, strategies and practices, Pearson education,
8. Rolf Lynton & Udai Pareek, Training for organizational transformation ,Sage Publications, New Delhi,
9. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
10. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson

Course Name: Strategic Human Resource Management

Course Code: 11006000

Objectives

- To develop an understanding of connectivity between a specific strategy implementation with human resource strategy development at the same time; for specific projects or business units.
- The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance.
- This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Course Outline

Unit I: Role of SHRM

Introduction to SHRM, Definition, need and importance and objectives of SHRM, evolution of SHRM, theoretical perspectives of SHRM, SHRM approach: Indian context. Strategic approach: Introduction to Functional, business and corporate strategies, difference between SHRM and HRM strategies, Integrating HR strategy with business strategy, developing plans and policies.

Unit II: Human Resource Environment Technology and Structure

Define HR Environment, Broad influences of technology, Influences of HRIS, redeployment of human resource staff.

Management Trends: Workforce diversity, demographic changes, temporary and contract labours, employee leasing, dual-career couples, work life balance, down-sizing. Global Environment: Define Global Environment, Global competition, global sourcing of labour, WTO and labour standards. HR Legal Environment: Equal employment opportunity, compensation, employee relations.

Unit III: Acquiring HR Strategic role of HRP

Developing planning for strategic leadership, strategic salary planning, selecting forecasting techniques, forecasting the supply of HR, forecasting the demand for HR. Approaches to Recruitment & Selection: Employer branding, special events recruiting, contest recruiting, E-recruiting, outsourcing of recruiting function, head-hunting, virtual hiring, competency based approach to selection. Retentions: Executive education, Telecommuting, Flexi-hours, work from home policy, Employee empowerment, employee involvement, autonomous work teams

Unit IV: Training & Development

Appraisal and Compensation Strategies Training & Development: Planning and strategizing training, creating learning organizations, linkage between business strategy and training, need based training, training evaluation, Kirk-Patrik model, ROI approach, cross cultural training, Competency mapping, multi-skilling, succession planning. Career Management: Managing career: A SHRM approach. Appraisals: Performance Management strategies- defining KRA's, trait based and Result/ Outcome based performance appraisals, linking performance to pay- merit and reward based promotions, project/process based and promotions, competency based –performance, team or group appraisals, approaches to

measuring managerial performance. Reward and Compensation: Pay for Performance approach, team/ group performance based pay, Competency based pay-skill based pay, broad banding, variable compensation, executive compensation, equity in reward decisions, trends in top-level executive compensation.

Unit V: Separations strategy, Human Aspect of strategic implementation and Global HR Strategies Separations

Retrenchment strategies, Early retirement plans, VRS, Project based employment, Downsizing, Pink-slip concept. Human Aspect of strategic implementation: Behavioural issues in strategic implementation, matching culture with strategy, mergers and acquisitions, leadership power and politics, employee morale, personal values and business ethics. Global HR: Introduction to global HR strategies, Difference between Global HRM and Domestic HRM, developing HR as a value added function, Strategic HR issues in global assignments.

Suggested Readings:

1. Strategic Human Resource Management by Jeffery A Mello.
2. Strategic Human Resource Management by Tanuja Agarwala Strategic Human Resource Management by Charles R Greer.
3. Strategic Human Resource Management by Michael Armstrong Strategic.
4. Human Resource Management by Mabey, Salaman and Storey.
5. Strategic Human Resource Management by Rothwell & Kazanas.

Course Name: Centre for Leadership Development

Course Code: 99002900

Objectives

1. To learn the etiquette requirements for office, telephone, and Internet business interaction scenarios.
2. To enhance competitiveness by preparing them for internships.
3. To prepare students for placements.

Course Outline

Unit I: Internship report preparation, presentation & Viva

Unit II: Organizing a Summit-HR/MM/Finance

Topic selection, Planning, Organizing and conducting a one day summit for each domain

Unit III: Industry related Project- Incubation Centre

Conduct a desk research to developing a list of local, national and international companies

Unit IV: Preplacement preparation

- SWOT Analysis of Self
 - Understanding oneself and one's value
- Updating CV and PI kit
- Attitude Building
- GD (General and Domain)
- Case Analysis
- FAQs Domain related questions
- Interview Techniques-Telephonic ,PI, Skype, Stress, Psychological
- Prepare Placement Brochure
- Finalize Placement Brochure
- Reconcile Company Data Bank
- Mock Interview(General and Domain)
- HR Expert Mock Interview

Unit V: Leadership qualities and traits.

Developing leadership skills, Raising awareness of group and people skills. Developing empowering style of leadership

Identify Leaders at different levels from industry, contact them in person, prepare their profiles by interviews and observations and present it to the class

Write reviews on articles / books written by or on leaders from various fields and debate and discuss the same in the class (Bring out the leadership traits, styles and strengths) e.g. Mahatma Gandhi, APJ Abdul Kalam, Jack Welch, Steve Jobs, JRD Tata, Ratan Tata, Baba Amte, etc.

Practical Exercises

- Mock Interviews/Skype interviews
- Group discussions
- Summit and Seminars which may be Industry specific/ company specific/ general
- Creating the Mentor – Mentee relationship with domain faculty
- Coordination of the placement process by the seniors with assistance from the immediate juniors
- Closely monitoring teamwork, leadership and management qualities.

Suggested Readings:

- Leadership Development Activities, John Adair, 2nd Edition Jaico Publication

- Leadership Games, Stephen S Kogan, Response Books
- Basic Managerial Skills for All by E. H. McGrath, S. J., PHI

Course Name: Managerial & Interviewing Skills

Course Code: 11018100

Course Outline – Final Assessment - Interview with an Entrepreneur /Leader (State /National Level)

Unit I : Event Management, Script Writing & Stage Handling

Planning an event – itinerary, budget, requisition, Stage Presentation Skills & Preparing the Speech, Organising the Speech, Special Occasion Speeches, Event Report Writing, Script

Writing – Comparing, Introduction, Welcome of the Guest, Vote of Thanks, Writing News article for the event, recording (audio clips).

Unit II: Leadership

What is leadership? Traits of Leadership, Identifying leaders and traits of Leadership, Movie/ Story/ Interviews of leaders: Identify leadership qualities, Debate/ Discussion/ Presentations on leaders

Unit III: Entrepreneurship

What is Entrepreneurship, Traits of Successful Entrepreneurs, Movie/ Story/Interviews of Entrepreneurs: Identify Entrepreneurial qualities, Debate/ Discussion/Presentation on Entrepreneurs.

Unit IV: Interview Skills

Conducting Interviews with Leaders/ Entrepreneurs, Preparing Questions, Interviewing the fellow person, do's & don'ts while taking interview.

Unit V: LSWR Skills

Rewriting Mythology/Folklore, Reading Comprehensions, News Analysis, Debate, Group Discussions, Role Play.

Note: The review of Syllabus happens on periodic basis for the benefit of the students. In case there are changes in curriculum due to review, students would be intimated in writing.

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