



PROGRAMME PROJECT REPORT OF OPEN & DISTANCE LEARNING AND ONLINE LEARNING FOR



MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

Centre for Distance and Online Education
(CDOE)



VIGNAN'S
Foundation for Science, Technology & Research
(Deemed to be UNIVERSITY)
-Estd. u/s 3 of UGC Act 1956



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1. OVERVIEW

MBA (HRM) programme aims to provide professional education in human resource and managerial skills. Further, it aims to give training in numerous aspects of human resource knowledge to equip the learners with conceptual and analytical skills to foster positive attitudes, which are essential for their development into competent and effective human resource professionals or entrepreneurs.

2. Programme Objectives and Outcomes:

Programme Objectives:

MBA HRM focuses on addressing the critical need for having a more integrated and sustainable human resource system, thereby contributing positively to the society. The Programme not only makes students aware of theoretical underpinnings of development but also gives them the opportunity to implement practical learning through various projects. It imparts skills to use human resource for growth and development process that India is presently witnessing.

- To develop business and human resource management competencies among the future managers.
- To inculcate the ability to examine and analyze the impact of changing environment and to respond appropriately at strategic level.
- To facilitate deeper insights, stimulation towards creative thinking, and honing of human resource management skills.
- To motivate the students to acquire decision-making, leadership and entrepreneurial capabilities with due respect for human values.

Programme Outcomes :

- PO1** : Apply knowledge of management theories and practices to solve business problems.
- PO2** : Foster Analytical and critical thinking abilities for database decision making.
- PO3** : Ability to develop Value based Leadership.
- PO4** : Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- PO5** : Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6** : Ability to create, select and apply appropriate techniques, resources and modern multidiscipline management techniques including prediction and modeling to complex management/events with an understanding of the limitations.

PO7 : Ability to be passionate about multidisciplinary approach for problem solving and critical analysis and decision making by giving due importance for designed and lateral thinking.

PO8 : Ability to demonstrate knowledge and understanding of the technology and management principles and apply these to work and life –long learning, as a member and leader in a team, to manage projects and in multidisciplinary environments.

2.1.2 Vision of the Programme:

To extend the expertise of advanced Human Resources management concepts and application to provide ethical managers and leadership who bring positive change in the organization and the society at a large.

2.1.3 Mission of the Programme:

To advance through high quality curriculum pedagogy, training activity through this programme that aimed to equip managerial, employability, entrepreneurship and leadership skills in managing Human Resources.

22 RELEVANCE OF THE PROGRAMME WITH HEI'S MISSION AND GOALS:

2.2.1 Vision of the Institute:

To evolve in to a center of excellence in science & technology through creative and innovative practices in teaching - learning, towards promoting academic achievement and research excellence to produce internationally accepted, competitive and world class professionals who are psychologically strong & emotionally balanced imbued with social consciousness & ethical values

2.2.2 Mission of the Institute:

To provide high quality academic Programmes, training activities, research facilities and opportunities supported by continuous industry - institute interaction aimed at promoting employability, career enhancement, entrepreneurship, leadership and research aptitude among learners and contribute to the economic and technological development of the region, state and nation.

Through this Programme the institute strives to achieve the following.

- Enhance the career growth of the existing professionals by understanding their learning needs.
- Helps the technical graduates to foster their career growth by imbibing the required managerial skills.
- By offering extension activities as a part the Programme making the learners to become socially conscious professionals.
- Transform graduates into efficient leaders with good ethical practices.

3. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The main target groups of learners are diverse class of learners including a class having of low level of disposable income, rural dwellers, women, unskilled men, Minorities and

Engineering graduates: These graduates are becoming either unemployed or securing under paid jobs with meager wages. To make them employable our Programme will provide required skills to get better jobs.

- **Graduates:** Most of the graduates are not having the required leadership/ Managerial skills /qualities. Hence there is a large gap in the industry requirement and institute training.
- **Working Professionals:** Lack of managerial skills is leading the candidates to settle at the entry level jobs. Such professionals are prospective learners to this Programme.
- Creation of employment by enhancing the required skills of the learners to get better jobs.
- **Entrepreneurs:** Entrepreneurs with minimum education can be prospective learners to progress their business to the next level.

4. Appropriateness of Programme to be conducted in Open and Distance Learning Mode to Acquire Specific Skills and Competence:

- This programme is very much appropriate to the individuals who are good in technical skills and lagging in managerial skills, leading them to settle in inferior jobs.
- Most of the candidates are failing to grab the employment opportunities due to lack of communication skills. This programme will help in improving Communication skills through 'Business Communication' course introduced in the first semester. This course helps in developing Listening, Speaking, Reading & Writing skills (LSRW) by practicing different activities like Business and professional Correspondence.
- This programme helps in developing Interpersonal skills, which are essential to work in the corporate field to get along with the groups.
- The programme enhances decision making potential skill of the managers through learning courses like 'Business Statistics and Analytics for Decision Making' and 'Business Research Methods', to execute their programme effectively.
- The programme also aids in enriching lateral thinking by learning Elective courses, which is an essential skill to achieve innovation and gain competitive advantage in the recent business environment.
- The programme also amplifies their analytical skills by learning the core courses, which pave the way to reach appropriate decision making to cope up with the competitive atmosphere.

5. INSTRUCTIONAL DESIGN- Programme Content Design and Development

The courses are designed to cover all the skills required:

- The ‘Foundation’ Courses are intended to be those that provide the basic and fundamental pre-requisite knowledge on subjects such as economics, accounting, quantitative methods, technology for business, and organizational behavior.
- The ‘Core’ Courses are intended to be those that provide knowledge on functions of management such as human resources management, financial management, marketing management and operations management.
- The ‘Elective’ Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas/domains of professional interest.
- The ‘Skill’ Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
- The ‘Project Report’ is intended to help students learn how to apply their theoretical knowledge to practical issues in management.
- The ‘Management thesis’ is intended to be a semester long work carried out by the students during Semester III. Students are expected to apply their knowledge and skills to do an extensive research and prepare a report which can be converted into a research paper to get published in a journal.

S. No	Instructional Design	Details
1	Curriculum Design	The curriculum has been designed with courses constituting with Foundation, Core, Elective, Skill, and Practical aspects
2	Detailed Syllabus	This programme contains Four semesters, learners’ study Six courses in each semester. The total credits to this programme is 104.
3	Duration of the Programme	The course shall consist of two academic years divided into four semesters.
4	Faculty & Support Staff Requirements	This Programme has 2 Faculty (ODL) & 2 Faculty (ODL). For CDOE 10 Administrative Staff & 11 Technical Staff available.
5	Instructional delivery mechanisms	Learning material will be facilitated by providing Print and Audio, Video material, E-books, E-notes, and technological support through Learning Management System (LMS).
6	Identification of media	Through Learning Management System (LMS) print, audio or video Content is made available.
7	Student Support Services Systems	Counselling Sessions, Personal Contact Classes, and Other allied support services

5.1 Structure of the MBA (HRM) Curriculum:

The MBA-HRM curriculum for 2020-21 is designed with 104 credits and structured as below:

Type of Course	No of Courses	Semester offered	No of credits	Credits in %
Foundation	4	1	16	16
Core	8	2,3 &4	32	30
Elective	8	3 &4	32	30
Skill	2	1&2	8	8
Practical	2	3&4	16	16

MBA (HRM) Course Structure (From 2020-21 onwards)

I Year I Semester:

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
D20MB001	Principles of Management and Organizational Behavior	70	30	100	4
D20MB002	Managerial Economics	70	30	100	4
D20MB003	Accounting for Managers	70	30	100	4
D20MB004	Business Statistics and Analytics for Decision making	70	30	100	4
D20MB005	Business Environment & Ethics	70	30	100	4
D20MB006	Business Communication	70	30	100	4
	Total			600	24

I Year II Semester:

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
D20MB007	Marketing Management	70	30	100	4
D20MB008	Corporate Finance	70	30	100	4
D20MB009	Human Resource Management	70	30	100	4
D20MB010	Business Research Methods	70	30	100	4
D20MB011	Operations Management	70	30	100	4
D20MB012	Legal Environment of Business	70	30	100	4
	Total			600	24

II Year I Semester:

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
	Common Elective-I	70	0	100	4
	Open Elective-1	70	30	100	4
	Open Elective-2	70	30	100	4
	Open Elective-3	70	30	100	4
	Open Elective-4	70	30	100	4
D20MB015	Project Report	-	100	100	8
	Total			600	28

II Year II Semester:

Course Code	Title of the Course	External Marks	Internal Marks	Total Marks	Credits
	Common Elective-I	70	30	100	4
	Open Elective-1	70	30	100	4
	Open Elective-2	70	30	100	4
	Open Elective-3	70	30	100	4
	Open Elective-4	70	30	100	4
D20MB032	Management Thesis	-	100	100	8
	Total			600	28
	Grand Total			2400	104

II Year I Semester:**Common Elective Courses**

D20MB013	Corporate Strategy
D20MB014	Entrepreneurship & Business Plan

Open Elective Courses

D20MB0018	Compensation & Reward Management
D20MB0019	HR Analytics & Metrics
D20MB0020	Organizational Change & Development
D20MB0021	Leadership & Peoples' Management
D20MB0022	Cross Cultural Management
D20MB0023	Industrial & Organizational Psychology

II Year II Semester:**Common Elective Courses**

D20MB030	International Business
D20MB031	Project Management

Open Elective Courses

D20MB0024	Industrial Relations & Labour Laws
D20MB0025	Performance Management
D20MB0026	Talent Planning & Acquisition
D20MB0027	Learning & Development
D20MB0028	Strategic & International HRM
D20MB0029	Talent Management & Succession Planning

5.2 Detailed Syllabi:**D20MB001 - PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR
COURSE OBJECTIVE**

To provide a fundamental point of view on management theories and practices. This will shape the establishment to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

COURSE OUTCOMES

CO1: Discuss and communicate the management evolution, managerial functions, skills and roles of managers and how it will affect future managers. (Understanding)

CO2: Use the types of plans and process involved in planning. (Apply)

CO3: Compare and contrast various organizational structures, Principles of organizations, chain of command, span of control, delegation, decentralization. (Analyze)

CO4: Execute techniques and process involved in making decisions, motivating organizational members and controlling things for achieving better results. (Apply)

CO5: Identify personal attributes and dimensions of personality and its influence on organizational behavior (Understand)

CO6: Examine linkage between perception and individual decision making, formation and components of attitudes and the relationship between attitude and behavior which can show effect on organizational performance. (Analyze)

PART A - PRINCIPLES OF MANAGEMENT**Unit 1: Introduction to Management**

Module-1: Definition of management, Nature, Purpose and Functions,

Module-2: Levels and types of managers, managerial roles, skills for managers, **Module-3:** evolution of management thought, recent trends in management.

Unit 2: Planning and Organizing:

Module-4: Planning: Meaning, Nature of Planning, Planning Process, Objectives, MBO, Strategies, level of strategies, policies, methods and programs, Planning Premises, **Module-5:** Decision-making, Process of decision-making, Types of decisions, and Techniques in decision-making.

Module-6: Organizing: Organization structure, Formal and informal organizations, Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations. Principles of organizations- chain of command span of control, delegation, decentralization, and empowerment.

Unit 3: Directing and controlling

Module-7: Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories.

Module-8: Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.

Module-9: Controlling: Meaning, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

PART B - ORGANIZATIONAL BEHAVIOUR**Unit 4: Organizational Behavior**

Module-10: Introduction, definition, fundamental principles of OB,

Module-11: contributing disciplines, challenges and opportunities.

Module-12: Evolution of Organizational Behavior in India, group dynamics

Unit 5:

Module-13: Foundations of Individual Behavior: Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities.

Module-14: Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. **Perception:** Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.

Module-15: Attitude: Meaning, Formation, components of attitudes, relation between attitude and

behavior.

TEXT BOOKS

1. Samuel C. Certo, S. Trevis Certo: Modern Management, 15/e, Prentice-Hall, New Delhi, 2018
2. Stephen P. Robbins, Timothy A. Judge: Organizational behavior, 18/e, Person, 2018.

REFERENCE BOOKS

1. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Published by Pearson Education Inc.
2. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited.

PRACTICAL COMPONENTS

- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

D20MB002 -MANAGERIAL ECONOMICS

COURSE OBJECTIVE

This course provides students with the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty. Demand, cost and pricing decisions are emphasized. Topics include decision-making criteria and procedures, demand and cost theory and estimation, pricing theory and practice (including price positioning), pricing new products and competitive bids and price quotes.

COURSE OUTCOMES

On completion of this course, learners will be able to:

- Apply the economic way of thinking to individual decisions and business decisions.
- Analyze how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus, and what are the consequences of government intervention.
- Understand the different costs of production and how they affect short and long run decision.
- Evaluate the equilibrium conditions for cost minimization and profit maximization.
- Understand economies of scale, diseconomies of scale, economies of scope, and cost complementarities, and how each affects the cost of production.

Introduction to Managerial Economics:

Module-1 Definition, Nature and Scope of Managerial economics

Module-2 Relationship with other areas in Economics, Significance of Managerial Economics in functional areas of business.

Module-3 The role of managerial economist. Basic economic principles.

Theories of firm and Demand & Supply Analysis:

Module-4 Managerial theories of firm, Behavioral theories of firm

Module-5 Elasticity of demand, types and significance of Elasticity of Demand. Measurement of price Elasticity of Demand, Need for Demand forecasting, Types of forecasting techniques.

Module-6 Law of Supply, Elasticity of Supply.

Production Analysis:

Module-7 Production function, Marginal Rate of Technical Substitution, Production function with one/two variables

Module-8 Isoquants and Isocosts, Cobb-Douglas Production Function

Module-9 Returns to Scale and returns to factors.

Cost theory and estimation:

Module-10 cost concepts, determinants of cost

Module-11 Cost – output relationship in the short run and long run, Average cost curves

Module-12 Economies of scale. Cost-volume-profit analysis.

Pricing and Profit Management:

Module-13 Features and Types of different competitive situations, Price- Output determination in Perfect competition and Monopolistic competition both in the long run and short run.

Module-14 Pricing methods in practice.

Module-15 Profit Management- Nature, scope and theories of profit.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To conduct a survey on the practical application of laws of economics.
2. To collect data on sales of consumer durable goods and predict the sales for a later year.
3. To find different case studies relating to different market conditions and to do an analysis.

4. To find out low demand differentiates between normal and inferior goods.
5. To analyze the role of a business economist in the everyday functioning of an organization taking live examples.

TEXT BOOK

1. Maheshwari K. L. , Varshney R.L. , Managerial Economics, 22nd Revised Edition 2014, Sultan Chand & Sons.

REFERENCE BOOKS

1. Dominick Salvatore, Managerial Economics in a global economy, Indian Edition; Fourth Edition, McGrawHill.
2. Craig H Peterson, W.Cris Lewis, Sudhir.k.Jain; Managerial Economics, Pearson Publications.
3. P.L.Mehta; Managerial Economics, Sultan Chand Sons.
4. M. L. Trivedi; Managerial Economics Theory and Applications, McGraw Hill.

D20MB003 - ACCOUNTING FOR MANAGERS

Course Objective

The objective of the course is to provide an understanding of practical aspects of accounting, managing assets, financial analysis, cost behavior and improve decision making skills.

Course Outcomes:

On completion of this course, learners will be able to:

- Demonstrate knowledge of the business accounting cycle for the corporate form of business.
- Understand the framework for preparation and presentation of financial statements.
- Develop decision making skills in the application of Revenue and monetary Assets.
- Acquire practical knowledge on application of cash flows and Ratio Analysis. Prepare and interpret cost behavior in organization.
- Demonstrate knowledge on cost sheet preparation.

Module:1 Basic Accounting Concepts: The nature and purpose of Accounting, Basic Accounting concepts and

Module:2 Preparation of The Balance sheet.

Module:3 Preparation of Income statement.

Module:4 Revenue and Long lived Assets: Revenue and Monetary Assets and their Analysis.

Module:5 Long –lived nonmonetary assets and their amortization.

Module:6 Financial statement Analysis: Understanding the Financial Statement and their Analysis:

Module:7 overall Measures- profitability Ratios- Investment Utilization Ratios.

Module:8 Financial Condition Ratios-Making Comparisons.

Module:9 The Behavior of costs: Relation of costs to Volume-Profit (CVP) - Various decision-making problems,

Module:10 Budgetary Control & Performance measurement: Flexible Budgets;

Module:11 Performance Budgets, Zero based Budgets.

Module:12 Cost Accounting: Elements of Cost.

Module:13 Types of Costs & Analysis.

Module:14 Preparation of Cost Sheet.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Contact an NGO and find out their system of accounting.
2. Collect information with regard to the practical reasons for charging
3. Depreciation and the methods adopted for calculating the same.
4. Generate different types of financial and cost related reports using excel and tally.
5. Find out the accounting system adopted by a Sole Proprietor
6. Differences between Double Entry and Single Entry systems of Book-keeping.
7. Analyze the differences between Profit & Loss Account and Income & Expenditure Account/ Receipts & Payments Account.

TEXTBOOK

1. Accounting Text and Cases by Robert Anthony, David Hawkins and Kenneth Merchant (13th Edition), The McGraw-Hill Companies

REFERENCE BOOKS

1. Financial Accounting by Needles & Powers (11th Edition), South Western Cengage Learning.
2. Financial Accounting by Gary Porter & Curtis Norton (6th Edition), Cengage Learning.
3. Managerial Accounting by Garrison, Noreen & Brewer (11th Edition), Tata Mcgraw Hill.
4. Introduction of Management Accounting by Horngreen, Sundem, Stratton, Burgstahler and Schatzberg (14th Edition), Pearson.
5. Indian Accounting Standards (Ind AS) & IFRSs for Finance Executives by T.P Ghosh (2nd Edition), Taxmann Publications Pvt Ltd.
6. IFRS – A Briefing for Chief Executives, Audit Committees and Board of Directors issued by IASB.
7. Red Book on International Financial Reporting Standards issued by IASB.

D20MB004 -BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

Course Objective:

The objective of this course is to provide the basic knowledge of the various statistical techniques useful to managers in their decision-making. Students will learn statistical tools like measures of central tendency, dispersion, probability, probability distributions, Regression and Correlation analysis using excel.

*Students are expected to get hands on experience of solving numerical and statistical problems

Course Outcomes:

The focus is on the use of statistical techniques to describe the data, thereby enabling the student to

1. Define statistics, become aware of wide range of applications in statistics, types of data, tabulation of data, construct a histogram, frequency polygon, an Ogive, pie chart,
2. Apply various measures of central tendency –mean, median, mode, GM and H.M for grouped and ungrouped data. Apply various measures of variability-range, MD, QD, standard deviation, and to know percentiles, Deciles.
3. Illustrate the concepts of probability and its applications in business
4. Examine the various discrete and continuous probability distributions and interpret the results
5. Analyze the concepts in correlation and develop the regression and multiple linear regression analysis through examples.

Introduction to statistics: Introduction, why statistics is important for managers, why we need data, levels of measurement, basic statistical concepts, population and sample, descriptive and inferential statistics, parameter and statistic. Charts and graphs: frequency distribution, Graphical presentation of data

Measures of central tendency: Introduction, central tendency, measures of central tendency, Mathematical averages: arithmetic mean, geometric mean, harmonic mean. Positional averages: median, mode, quartile, deciles, percentiles.

Measures of Dispersion: Introduction, measures of dispersion, methods of measuring dispersion: Range, inter quartile range, mean deviation, standard deviation.

Probability: Introduction to probability, concept of probability, basic rules, counting rules, probability assigning techniques: Classical technique, relative frequency technique, subjective approach, types of probability: marginal probability, union probability, joint probability, conditional probability, Bayes' theorem.

Discrete and continuous probability distributions: Introduction, difference between discrete and continuous random distributions, Discrete probability distributions: Binomial distribution, Poisson distribution: Continuous distribution: Normal distribution.

Correlation and Linear Regression: Correlation, Karl Pearson's Coefficient of Correlation, Introduction to Simple Linear Regression, Determining the equation of a Regression line, Multiple Regression model, Multiple Regression Model with two independent variables.

Skill Development:

(These activities are only indicative; the Faculty member can innovate)

1. Collect statistical information's from Magazines, Newspapers, Television, Internet etc.,
2. Collect interesting statistical facts from various sources and paste it in your note book.
3. Collect a primary data about the mode of transport of your school students. Classify the data and tabulate it.
4. From the mark sheets of your class, form the frequency tables, less than and more than cumulative frequency tables.

5. Get the previous monthly expenditure of your family and interpret it into bar diagram and pie diagram. Based on the data, propose a budget for the next month and interpreted into bar and pie diagram. Compare the two months expenditure through diagrams
6. Measure the heights and weights of your class students. Find the mean, median, mode and compare
7. Find the mean marks of your class students in various subjects. Analysis of data by computing standard deviation and coefficient of variation.
8. Collect the data from magazines, newspapers, and television, and publications. Present the data in graphs and diagrams.

Text Book:

1. Business Statistics, Naval Bajpai, Pearson.
2. Business Research Methods, Navel Bajpai, Pearson.

Reference books:

1. Statistics for management, Richard I. Kevin, Davis S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, Pearson, 7th edition.
2. J. K. Sharma, Business statistics problems and solutions, Pearson.
3. J. K. Sharma, Business statistics, Vikas, 4th edition.

D20MB012 - LEGAL ENVIRONMENT FOR BUSINESS

COURSE OBJECTIVE

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.

COURSE OUTCOMES

On completion of this course, learners will be able to:

- Demonstrate an understanding of the Legal Environment of Business.
- Identify the fundamental legal principles behind contractual agreements.
- Examine how businesses apply basic legal knowledge to business transactions.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Communicate effectively using standard business and legal terminology.

Module 1: The Indian Contract Act, 1872: Contract, Performance and Discharge of Contract, Remedies for Breach of Contract

Module 2: Types of contract-Quasi contracts, Indemnity and Guarantee contract, and Bailment & Pledge

Module 3: Contract of Agency.

Module 4: The Sales of Goods Act, 1930: Meaning and Essentials; Conditions and Warranties;

Module 5: Transfer of Property; Rights of Unpaid Seller;

Module 6: The Indian Partnership Act, 1932: Meaning and Characteristics; Formation of Partnership;

Rights and Duties of Partners; Dissolution of a Partnership Firm

Module 7: The Negotiable Instruments Act, 1881: Meaning and Characteristics; Notes- Meaning and Essential elements;

Module 8: Bills- Meaning and Characteristics; Cheque- Meaning, Crossing, Dishonoring; Discharge of Negotiable Instruments. An overview of the Negotiable Instruments (Amendment) Act, 2018

Module 9: The Consumer Protection Act, 1986: Aims and objectives; Consumer Protection Council; Consumer Disputes Redressal Agencies, Consumer Protection Bill 2018 – Salient Features In Brief

Module 10: The Companies Act, 1956 salient features, Definition of company, characteristics, types of company, Incorporation of company

Module 11: Memorandum and Articles of Association, lifting of corporate veil-Docctrine of Ultra Vires-Docctrine of Indoor Management and Constructive notices Management

Module 12: Directors: Appointment, Removal, Position, Powers and Duties of Directors-Winding Up of a company. Amendments of 2013, 2017 are to be discussed.

Module 13: The Information Technology Act, 2000: Salient features, Digital and Electronic Signature; Electronic Governance;

Module 14: Attribution, Acknowledgement and dispatch Electronic record; Electronic Signature Certificates; Penalties, Compensation and Adjudication;

Module 15: The Cyber Appellate Tribunal; Offences

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Draft a 'rent agreement' incorporating all the essential features of a valid agreement.
2. Draft the Memorandum of Association of a company.
3. Case laws 'involving points of law of contracts'.

4. Draft a complaint against 'unfair trade practice' adapted by a businessman – to the consumer forum.
5. List out the latest cases of both High Court and Supreme Court on Environmental issues with both facts and judgments [Atleast 2 cases]

TEXT BOOKS

1. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage Learning
2. Elements of Mercantile Law by N.D. Kapoor, Sultan Chand & Sons

REFERENCE BOOKS

1. Business Law by N.D. Kapoor, Sultan Chand & Sons
2. Legal Aspects of Business by Akhileshwar Pathak, Tata McGraw Hill
3. Business Law by Tejpal Sheth, PEARSON
4. Business Law by D. Chandra Bose, PHI Learning Private Limited
5. Business Law (6th Edition) by MC Kuchhal & Vivek Kuchhal, Vikas

D20MB005 -BUSINESS ENVIRONMENT & ETHICS

COURSE OBJECTIVE

To analyze the overall business environment and evaluate its various components in business decision making, also provides an analysis and examination of significant contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

COURSE OUTCOMES

On completion of this course, learners will be able to:

- Define the nature of business environment and its components.
- Analyze and develop conceptual framework of business environment and generate interest in international business.
- Identifying the socio, political and economic situation faced by the business world
- Explain the definition of ethics and the importance and role of ethical behavior in the business world today.

Module -1 The Concept of Business Environment: Meaning of business environment – Nature and scope of business

Module-2 Business objectives and its characteristics – Types of environment

Module -3 Environmental Analysis and Forecasting – Importance of business environment.

Module -4 Economic Environment: Concept of National Income – Role of Industry in Economic development

Module – 5 Union budget as an instrument of growth and their impact on business

Module – 6 Inflation – Demonetization

Module – 7 Economic systems and their impact on business: Capital Market – Money Market

Module – 8 Stock Exchange and its regulation – Investor Protection and role of SEBI

Module - 9 Liberalization – Privatization – Globalization.

Module – 10 Industrial Policies: A brief review of industrial policies since independence

Module – 11 Industrial policy of 1991 and recent developments

Module – 12 policy on foreign direct investment in Indian Industry.

Module – 13 Business Ethics: Meaning of ethics - Relationship between ethics and business

Module – 14 Ethics in functional areas of business – Ethics in HRM – Ethics in Finance

Module 15 Ethics in Marketing - Ethics at workplace – Corporate Social Responsibility.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. List out the various cyber offences and the penalties for the same.
2. List at least 3 MNCs of G-8 Countries operating in India along with products they manufacture.
3. Collect the latest Fiscal, Monetary Policies on business
4. Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
5. A group assignment on “The relationship between Business houses and Society in Indian Context and relating the same with respect to the models studied.
6. Mini Project: Collect details of unethical practices by businesses in today's context in the areas of Production, Marketing, HRM, and Financial services and make a report.
7. Case studies/Role plays related ethical issues in business with respect to Indian context.

TEXT BOOKS

1. Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007.
2. Manuel G. Velasquez, Business Ethics: Concepts and Cases, PHI, New Delhi, 2009.

REFERENCE BOOKS

1. Justin Paul: Business Environment, 1e 2006, Tata MH.
2. Misra and Puri: Indian Economy, Himalaya, 2007.
3. Dutt and Sundaram, Indian Economy, S. Chand, New Delhi, 2007

D20MB006 -BUSINESS COMMUNICATION

Course Objectives: This course is designed to enable students to understand the nature and scope of communication and its implications in the real time business world. Expose to the receptive and productive skills of English language to attain proficiency through business environment. Familiarize and emphasize the learners, on the speaking and writing skills which lay a strong foundation for oral presentations and business documentation.

Course Outcomes: On completion of this course, learners will be able to:

1. Understand the scope of business communication and learn its importance and implication strategies.
2. Recognize and learn the sub-skills of listening and speaking (through interviews with real business people) and be able to deliver effectively in the real time contexts.
3. Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition and learning appropriate language functions in formal and semi-formal business situations.
4. Use essential business vocabulary and grammar effectively in the business routine.

Unit – I: Human resources.

1. Staff Development and Training.
2. Job descriptions and job satisfaction.
3. Getting the right job.
4. Making contact

Unit – II: Marketing.

1. Breaking into the market.
2. Launching a product.
3. A stand at a trade fair.
4. Being persuasive.

Unit – III: Entrepreneurship.

1. Starting a business.
2. Financing a start – up.
3. Expending into business idea.
4. Presenting your business idea

Unit - IV: Business abroad.

1. Arranging business travel.
2. Business conference.
3. Business Meeting.
4. Spending the sales budget.

Unit – V: Change.

1. Social media and business.
2. Business and the environment.
3. A staff survey.
4. Off shoring and outsourcing.

Unit – VI: Customer relations.

1. Customer satisfaction and loyalty.
2. Communication with customers.
3. Corresponding with customers.
4. Business across cultures.

- Make students enact and analyze the non-verbal cues.
- Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.
- Organize a mock press conference addressing to the launch of new product by an organization. • Students should be given an assignment to draft a proposal to undertake research project.

RECOMMENDED BOOKS

- Business Benchmark, Cambridge University Press, 2nd Edition, Maitrey Printech Pvt. Ltd., Noida, 2014.

REFERENCE BOOKS:

- Effective Technical Communication – Ashraf Rizvi M, TMH, 2005.
- Business Communication – Sehgal M. K & Khetrapal V, Excel Books.
- Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

**I YEAR II SEMESTER
D20MB007 -MARKETING MANAGEMENT**

COURSE OBJECTIVE

The course is designed to provide students with an overview of the decision making process in marketing. Marketing decision-making is a process that is essentially wrapped around the fundamental goal of creating value in the marketplace. This requires a professional knowledge of market drivers, competitors' capabilities, technological trends and the market dynamics of value. The orientation is toward the kinds of marketing decisions that managers must make within the modern business environment. The primary goal of this course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

COURSE OUTCOME

By the end of this course it is expected that the student will be able to:

- Understand basic concepts of marketing and elements of marketing environment
- Apply the knowledge in segmenting markets, target and launch with apt product positioning strategies.
- Analyze the factors that influence product and pricing decisions.
- Application of marketing principles to make channel and promotional decisions.
- Understand advanced concepts of marketing, changing trends and their applicability in today's competitive world.

Introduction- Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets.

Concept of Marketing Management, Marketing – Mix, Marketing Organizations – Evolution and functions, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research.

Market Segmentation, Targeting and Positioning- Segmenting the Market – Levels and patterns of segmentation, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Factors to be considered for targeting, Evaluating and selecting market segments, Product Positioning - Introduction, Developing and communicating a positioning strategy – Positioning errors and possibilities, positioning strategies.

Marketing - Mix Decisions - Product & Pricing Decisions- New Product Development-Concept and Necessity for Development, Challenges in New Product Development, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies. Pricing Decisions - Pricing Objectives, Process of pricing, Methods of Setting Price, Pricing Strategies.

Marketing - Mix Decisions - Channel and Promotional decisions- Channels of Distribution for Consumer/ Industrial Products, Channel functions, Management of Channels, Factors affecting Channel decisions, Wholesaling and Retailing, Promotion - Promotion-mix, Advertising, Sales Promotion, Personal Selling, Direct marketing, Publicity and Public Relations.

Changes in Marketing Practices: A brief account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C,C2B, B2B and C2C, Internet Marketing, International Marketing, Strategic Marketing Planning.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Visit any website and list the promotion strategy of a sponsoring company.
2. Find out the promotion tools of any company.
3. Observe the Distribution Network of a Company

4. List out Product Line of a company and note line modernization or deletion.
5. Draw a Product Life Cycle with regard to a particular product of a company and observe its extension.

TEXT BOOK

1. Philip Kotler: “*Marketing Management*”, 11/e, Pearson Publishers, New Delhi, 2011

REFERENCE BOOKS

1. Stanton William.J., Fundamentals of Marketing, McGraw Hill, New Delhi , 10th edition.
2. Boone and Kurtz: “*Principles of Marketing* “, Cengage Learning, New Delhi.
3. Rajan Saxena: “*Marketing Management*, 4/e, Tata McGraw Hill, New Delhi, 2009.
4. Tapan K Panda: “*Marketing Management Text and Cases*”, Excel Books, New Delhi.
5. VS Ramaswamy, S.Namakumari:, “*Marketing Management*”, 4/e, Macmillan, New Delhi, 2009
6. Karunakaran: “*Marketing Management*”, Himalaya Publishing House, Mumbai.
7. M.Govindarajan: “*Marketing Management, Concepts, Cases, Challenges and Trends*”, PHI Private Limited, New Delhi, 2007.

COURSE OBJECTIVE

This course aims to provide a framework of fundamental concepts, principles and approaches of corporate finance. It enables the students to apply their knowledge in solving problems of corporate organizations and help them to improve their overall capacities in the field of corporate finance.

COURSE OUTCOMES

Students who successfully complete this course will be able to:

- Understand the concepts of time value of money relating to corporate investment decisions.
- Analyze and evaluate investment opportunities and apply capital budgeting techniques in investment decisions.
- Understand the concepts of time working capital management and ability to communicate their view point's relating to the financial health of firms.
- Demonstrate conceptual and practical knowledge of capital structure and dividend policy and how it affects a firm value.
- Evaluate the dividend decision of firm and to know the relationship between dividend decision and market value of the firm.

Module:1 Perspectives on Financial Management: Finance Function & Inter linkages with other functions.

Module:2 Objectives of the finance Function, Agency Problems,

Module:3 Time value of Money.

Module:4 Capital Budgeting Decisions: Fundamentals of Capital Budgeting.

Module:5 Investment Appraisal Methods of capital budgeting.

Module:6 Risk Analysis in capital Budgeting.

Module:7 Working capital management: Cash cycle, operating cycle.

Module:8 Factors affecting working capital, estimation of working capital need,

Module:9 Inventory management.

Module:10 Cash Management.

Module:11 Cost of capital & Capital Structure: Cost of Capital- Component cost of capital.

Module:12 calculation of WACC.

Module:13 Capital structure and impact on firm value.

Module:14 MM Hypothesis with and without taxes, traditional models.

Module:15 Valuation of Bonds and Shares: Concept of value, Bond values and Yields.

Module:16 Valuation of Ordinary shares.

Module:17 valuing the entire firm.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. To collect and scrutinize share application forms of IPOs.
2. To calculate the EPS of various companies.
3. To determine the operating cycle for a manufacturing and non – manufacturing firm.
4. To visit banks and collect information regarding short term and medium term finance offered by them.
5. To track the dividend policies of some well known companies.

TEXT BOOK:

1. M. Pandey, Financial Management (13th edition), Vikas Publishing 2016.

REFERENCE BOOKS:

1. Ross, Westerfield and Jaffe and Kakani (RWJK) Corporate Finance, Tata Mc Graw Hill, 2009.
2. Michael C Ehrhardt and Eugene F Brigham, Corporate Finance- A Focused Approach, Cengage Learning, 2011.
3. Rajiv Srivastava and Anil Misra, Financial Management, Oxford University Press, 2011
4. Anthony, Hawkins and Merchant, Accounting: Text & Cases.

D20MB009 - HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE

The course provides an understanding of how the human resources management function is led in organizations. By the end of the course the learner will be able to appraise HRM functions and know how they can be executed in the organizations.

COURSE OUTCOMES

By the end of the course the learners are expected to

- Gain knowledge of the overall functions of Human Resource Management and Changing role of HR Dept. in organizations.
- Understand how the specific operational functions of HRM are executed in the organizations.
- Appraise the various HR needs and corresponding programmes to be implemented in organizations.
- Develop perspective to deal with Human Resources in organizations.

Introduction:

Module-1: HRM at work – The Changing Environment and Changing Role of HRM– The HR Manager’s Proficiencies

Module-2: Labor Legislations in India – Equal Employment Opportunity,

Module-3: HR Process Outsourcing – Business HR – Employee Engagement

Module-4: Job Analysis: Basics, Methods – Writing Job Descriptions and Job Specifications –

Module-5: The Recruitment and Selection Process: Planning and Forecasting – Effective Recruiting, Internal and External Sources of Candidates, Developing and Using Application Forms

Module-6: E-Recruitment: Use of social media – Recruitment Process Outsourcing.

Module-7: Selection: Importance, Assessment Centre, Types of Testing, Work Samples and Simulations – Background Investigation and other Selection Methods

Module-8: Basic Features of Interviews & Designing and Conducting an Effective Interview

Module-9: Orientation: Purpose, Process – Training: Process –Training Methods –Management Development, Evaluating the Training Effort.

Module-10: Basic Concepts in Performance Management, Introduction to Appraising Performance

Module-11: Steps and Methods in Performance Appraisal – Appraising Performance: Problems and Solutions, the Appraisal Interview

Module-12: Career Management, Career Planning and Career Development – Managing Promotions and Transfers

Module-13: Factors Determining Pay, Establishing Pay Rates- Payroll Management – Competency Based Pay and other Compensation Trends –

Module-14: Incentives: Individual, Group and Organization wide Plans – Employee Benefits – Employee Relations – Collective Bargaining Process - Handling Grievances

Module-15: Trends in HR: HR Metrics, HR Analytics

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Chart out the methods of appraising employees of any (one) organization of your choice.
2. List out the HR policies of any one company.
3. Select any two companies of your choice and write its HR policies
4. List out any 5 (five) welfare techniques for employees.
5. Draft the executive development plan of any company.
6. A study of different recruitment models in companies can be made.

TEXT BOOK:

1. Dessler, Varkkey: Human Resource Management, 12/e, Pearson Education India, 2014.

REFERENCE BOOKS:

1. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2014.
2. Decenzo, Robbins: Fundamentals of Human Resource Management, 11/e Wiley, 2013.

D20MB010 - BUSINESS RESEARCH METHODS

Course Objective:

Business research is a systematic enquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on applied problem solving. It has a major emphasis on applied problem-solving strategies and report preparation skills.

*Students are expected to get hands on experience of solving numerical and statistical problems

Course outcomes:

Upon completion of this course you should able to:

1. Explain the steps in conducting research and survey methods of data collection.
2. Outline the meaning and importance of questionnaire and sampling.
3. Explain the concepts of Correlation and develop the Regression and Multiple Regression models.
4. Demonstrate the steps of testing Quantitative data using Statistical inference.
5. Examine the concepts of analyzing Qualitative data and effective way of Report preparation.

Business Research and Sources of Data: Business Research: Introduction, Difference between Basic and Applied research, Business Research Process Design, Types of research: Exploratory Research, Descriptive Research.

Sources of Data: Secondary Data Sources, Survey methods of data collection.

Questionnaire design and Sampling: Questionnaire: Introduction, Questionnaire design process-Pre-Construction Phase, Construction Phase, Post-Construction Phase.

Sampling: Introduction, Random Sampling methods: Simple random Sampling, Stratified Random Sampling, Cluster Sampling, Systematic Sampling, Multi Stage Sampling. Non-Random Sampling: Quota sampling, Convenience Sampling, Judgment Sampling.

Hypothesis Testing: Introduction to Hypothesis testing, Hypothesis testing procedure, Two-tailed and One-tailed tests of hypothesis, Type I and Type II errors, Hypothesis testing for single mean, Two Population means using t-test, Hypothesis testing with z Statistic for the difference in the means of two populations, and two proportions, Statistical Inference about the difference between the means of two related Populations. (Problems based on t-test, z test etc.,)

Hypothesis Testing for Categorical Data: Introduction, Defining Chi-square statistic, Conditions for applying χ^2 test, χ^2 Goodness of fit, χ^2 test of independence. Analysis of variance, Completely Randomized Design (ONE-WAY ANOVA), Randomized Block Design (TWO-WAY ANOVA). (Problems based on ANOVA and Chi-square etc.,)

Non-Parametric Statistics: Introduction runs test for randomness of data: small and large sample runs test, Mann-whitney U test, Wilcoxon matched-pairs signed rank test, Kruskal - wallis test, Friedman test and Introduction to Report Writing, Organization of the Writing Report. (Problems on specified Non-parametric tests).

Skill Development:

(These activities are only indicative; the Faculty member can innovate)

1. Choose an area of interest, review a minimum of 4 literature on the same and formulate a topic for prospective research.
2. For a given topic – collect data through primary and secondary sources.
3. For a given data, analyze data using various statistical tools.
4. For a given case study, prepare a research report in the required format.

TEXT BOOK:

1. Business Research Methods, Navel Bajpai, Pearsons.
2. Business Statistics, Naval Bajpai, Pearson.

REFERENCE BOOKS:

1. Business Research Methods 8e – Zikmund et al, Cengage Learning.
2. Business Research Methods - Donald R. Cooper, Pamela S. Schindler, Tata McGraw-Hill.
3. Statistics for Business and Economics, Anderson et al, 9e, Cengage Learning

D20MB011 - OPERATIONS MANAGEMENT

Course Objectives:

This course is designed to address the key operations and quality issues in service and manufacturing organizations that have strategic as well as tactical implications. The specific objectives include:

Course Outcomes:

At the end of the course students will be able:

1. To apply analytical skills and problem-solving tools to the analysis of the operations problems
2. To analyze the strategic role of operations management in creating and enhancing a firm's competitive advantages
3. To understand key concepts and issues of OM in both manufacturing and service organizations
4. To evaluate the application of operations management policies and techniques to the service sector as well as manufacturing firms.
5. To learn the quality improvement and maintenance aspects of operations management

Operations Management Systems:

Module-1 Systems concept of production, types of production Systems- Intermittent and Continuous production systems.

Module-2 Operations management functions, challenges in operations management, current priorities for operations management

Module-3 operations strategy, world class manufacturing, emerging trends and implications for operations

Planning and Controlling of Operations:

Module-4 Production planning and controlling activities

Module-5 Aggregate planning

Module-6 Resources planning: MRP-1, MRP-2

Productivity Improvement in Operations:

Module-7 Factors affecting productivity, Techniques for improving productivity

Module-8 Facility location and factors influencing facility location, Plant layout: types of layouts – process layout, product layout, hybrid layout, fixed position layout

Module-9 Work study: method study, time study

Purchasing and Inventory Management:

Module-10 Purchase function, Procedures.

Module-11 Economic Order quantity, Inventory analysis Methods – ABC, VED, XYZ methods – their utility.

Module-12 Inventory Valuation Methods: Periodic and perpetual systems; FIFO, LIFO, Average cost and Weighted Average Cost Methods.

Quality Improvement and maintenance:

Module-13 Inspection, Quality, Statistical Quality Control

Module-14 Control Charts Deming concepts. Total Quality Management, maintenance management

Module-15 need equipment life cycle, measurement of maintenance performance Total Productive Maintenance, Six sigma.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Visit any factory and list out the physical facilities and type of production followed.
2. Visit any factory and prepare a report on the production planning and control activities
3. Visit a company and draw a chart on plant layout/ suggest suitable methods for productivity improvement.
4. List out the functions of materials management in an organization.
5. Visit any industry and list out the various quality measures /maintenance methods adopted.

TEXT BOOKS:

1. Mahadevan, "Operations Management" , 2nd edition., Pearson, 2010
2. R.Paannerselvam, "Production and Operations Management", 2nd edition, PHI, 2006

REFERENCE BOOKS:

1. J.K Rajewski, Larry P Ritzman "Operations Management" , 5th edition., Addison Wesley, 1998.
2. S.N.Chary "production and Operations Management", 6th edition., THM, 2006
3. Buffa, "Production and Operations Management", 6th edition., Willey, 2008
4. Joseph S Matrinich, "Production and Operations Management", 8th edition., Willey 2008

**II YEAR I SEMESTER
D20MB013 - CORPORATE STRATEGY**

Course Objective:

The basic objective of this course is to help the students to learn the concept of strategic management and understand the significance of managing the business strategically in the current business environment.

Course Outcome:

At the end of the course students should be able to

- Understand strategic management process and the role of stake holders in the process and importance of vision, mission and objectives in strategy formulation
- Analyze the importance of External, Internal, SWOT and value chain analysis in strategy formulation and implementation
- Apply Strategy formulation at various levels i.e., Corporate, Business and function level strategies
- Strategic analysis and choice, issues of strategy implementation and portfolio analysis
- Strategy evaluation and types of control

MODULE 1

Introduction to strategic management – Evolution of Strategic Management- Understanding strategy-Strategic decision making-Strategic management process-

MODULE 2 Hierarchy of Strategic Intent – Vision, mission, business definition and objectives- Strategic management for sustainability-

MODULE 3 Corporate governance, Corporate social responsibility and strategic management.

MODULE 4 Strategy Formulation-Environmental Appraisal- External Environment Scanning - Organizational appraisal- Dynamics of Internal Environment-

MODULE 5 Organizational capability factors- Considerations in organizational appraisal-Methods and Techniques for organizational appraisal-

MODULE 6 Structuring organizational appraisal. Importance of appraisal

MODULE 7 Types of Strategies- Corporate-level Strategies-Corporate Restructuring- Business-level Strategies –

MODULE 8 Methods for pursuing strategies- Strategic Alliances and Joint ventures- Mergers and Acquisitions- Strategic Analysis and Choice-

MODULE 9 Tools and Techniques for Strategic analysis- SWOT Analysis, Experience Curve analysis, Life Cycle analysis, Industry analysis, Strategic Group analysis, Competitor analysis

MODULE 10 Strategy Implementation—Activating strategies- Nature and barriers to strategy implementation-

MODULE 11 Resource allocation- BCG matrix, GE matrix, Mckinsey 7's model. problems in implementation

MODULE 12 Structural Implementation- Behavioural Implementation- Functional and Operational Implementation.

MODULE 13 Strategic Evaluation and Control – An Overview of Strategic Evaluation and Control –

MODULE 14 Strategic control- Operational control- Techniques of Strategic Evaluation and Control

MODULE 15 Role of Organizational Systems in Evaluation.

Skill Development:

(These activities are only indicative, the Faculty member can innovate)

1. Analyzing the Mission and Vision statements of selected Indian companies.
2. Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.. Analyze the news items to understand and write down the company's strategy and execution efficiency.

4. List a few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
5. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
6. Conduct SWOT analysis of companies of your interest/choice.

TEXT BOOKS:

1. Azar kazmi, Adela Kazmi “ Strategic Management”, 4e,McGraw Hill, New Delhi, 2015.
2. Fred R. David: Strategic Management, Concepts and Cases-Prentice Hall,13th edition,2011

REFERENCE BOOKS:

1. Thomposn & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
2. Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006.
3. Lawrence R Jauch, R. Gupta & William F. Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006.
4. Appa Rao C, Business Policy and Strategic Management, Excel publishers,2008.
5. Subba Rao p: Business policy And Strategic Management, Text and Cases- Himalaya Publishing House-2nd revised edition 2010.

Course Objective: The objective of the course is to make students understand the concept, process, types and promotion of entrepreneurship. To motivate and create confidence among the students to become entrepreneurs by discussing the various business models plans success and failure stories of entrepreneurs. This course will help the students in developing skills in the area of conducting feasibility studies, analysis of opportunities and strategies, exploration of new start-up businesses and to acquaint the students about various issues of entrepreneurship.

Course Outcomes:

- At the end of the course the student will be able to
- Understand concepts, process and types of entrepreneurship.
- Able to develop skills in the area of conducting feasibility studies, analysis of opportunities and strategies and promotion of entrepreneurship
- To acquaint the students about various other issues of entrepreneurship, like exploration of new start-up businesses and funding.
- To hone their abilities to build their own startups systematically.
- To motivate and convert them from job seekers to job providers.

Nature and Forms of Entrepreneurship:

Module1 Historical background of Entrepreneurship:concept and Growth, Entrepreneur scenario in India and Abroad, Role of entrepreneur in economy

Module2 Entrepreneurial motivation, Ethics in entrepreneur, Characteristics, Essential features, functions of entrepreneur, types of entrepreneurs, entrepreneurship and management, corporate entrepreneurship, Intrapreneurs

Module3 Introduction to Edupreneurship, Agripreneurship Tourism entrepreneurship, Social-entrepreneurship, Ecological entrepreneurship, Technopreneurship. Family business and new generation entrepreneurs - women and rural entrepreneurship,

Startups:

Module4 Concept, need, factors, life cycle, sources of start- up ideas and evaluation criteria ,Technology based start-ups, characteristics of e Tech startup

Module5 New startup model, specific type of finance like Angel investors Venture capital, key factors for success and reasons for failure.

Module6 Recent AP and Telangana government startup and innovation policy, central government support to startups.

Forms, Promotion and Financial aspects of the Entrepreneurship:

Module7 Introduction to Types of business firms, sole trading, partnership, Joint Stock Company, Entrepreneurs

Module8 legal regulatory systems, patents and trademarks, Intellectual Property Rights

Module9 Role of MSME, NSIC and SIDBI like agencies in promotion of entrepreneurship. Sources of finance- Financing by Commercial Banks, Bank Loans, formal and Informal Agencies In financing entrepreneurs, Government Grants and Subsidies, Institutional support for promoting entrepreneurship in India.

Business and Project Planning, Feasibility Studies:

Module 10 The Concept of Business planning and modeling, Importance of Business plan, contents of business plan

Module11 opportunity identification and evaluation (market, industry). Project Life Cycle, Project Planning

Module12 Internal and External Environment Analysis, Technological Competitiveness, Feasibility studies, SWOT Analysis, Product Development.

Entrepreneurial Strategy and Development:

Module13 Generation of new entry opportunity, Decisions under Uncertainty, entry strategy, new entry exploitation,

Module14 Environmental instability and First-Mover disadvantages, Risk Reduction strategies, Market scope strategy, Imitation strategies and Managing Newness.

Module15 Need for EDPs, Objectives of EDPs, course contents and curriculum of EDPs, Scheduling the programme, Phases of EDPs, & Evaluation of EDPs

TEXT BOOKS:

1. H. Nandan, Fundamentals of Entrepreneurship, PHI, First Edition, New Delhi, 2007.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, TMH, Sixth Edition, New Delhi, 2006.
3. P. Narayana Reddy, Entrepreneurship – Test and Cases, Cengage Learning, Third Impression, New Delhi, 2011.

References Books:

1. Madhurima Lall, Shikha Sahai, entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
2. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
3. Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, Fourth Edition, Pearson, New Delhi, 2006
4. Charles E. Bamford, Garry D.Bruton Entrepreneurship: a small business approach, MHE New Delhi, 2015.

II YEAR II SEMESTER
D20MB030 -INTERNATIONAL BUSINESS

Course Objective:

- 1) To enable the students to understand the nature, scope and structure of International Business
- 2) To give an understanding the influence of various environmental factors on international business operations
- 3) To provide a knowledge about international logistics, production, investment with the structure and policy
- 4) To let student absorb the issues involved in technology transfer with regard to political factors.

Course Outcomes:

- How the environmental factors influence international business decisions? Comment.....L1
- Explain about international Economic Institutions and their job in international Trade.....L2
- Choose a location which is most suitable for manufacturing of automobilesL3
- Recall the highlights of Indian foreign Trade policy 2015-2020.....L1
- Importance of technology transfer in international business. Comment.....L5

MODULE 1 Introduction to International Business: Importance nature and scope of International business; modes of entry and Theories of International Business;

MODULE 2 Framework for analyzing international business environment – Political, Economical, Social, **Technological**,

MODULE 3 Environmental and Legal environments and their impact on international business decisions.

MODULE 4 Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism

MODULE 5 Tariff and non-tariff barriers; International Economic Institutions and Agreements – WTO, IMF, World Bank, and other International agreements;

MODULE 6 Regional Economic Groupings in Practice- Global economic forum- BRICS – Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Other Regional economic cooperation's

MODULE 7 Global Technology & International Operations: Global Technological Management – Technology and Business;

MODULE 8 Issues in international technology transfers; Management of International Operations – Location of production;

MODULE 9 Management of Inventory; Sourcing of Inputs ;International Logistics.

MODULE 10 Indian Foreign Trade Policy: India's Foreign Trade – Trends and developments;

MODULE 11 Commodity composition and direction, India's foreign trade in global context. Recent Foreign Trade Policy –

MODULE 12 Legal frame work; Special Focus Initiatives.

MODULE 13 Export and Import Procedures & Promotions: Export and Import Procedures; Import Substitution and Export Promotion Policies –

MODULE 14 Export Incentives –duty exemption schemes, EPCG, duty draw backs; Role of commercial banks in foreign trade; EXIM Banks; Export credit insurance and ECGC. Infrastructure Support for Export Promotion –

MODULE 15 EPC; STO; EPZ/SEZ; EOUs; Foreign Investment Policy – Indians Joint ventures abroad, Multilateralism and Bilateralism in India's foreign trade.

TEXT BOOKS:

1. Aswathappa, 5e, International Business, TMH
2. P.Subba Rao, 3e, International Business, HPH

REFERENCE BOOKS:

1. John Daniels • Lee Radebaugh • Daniel Sullivan, International Business
2. Economic Survey, Govt. of India.
3. Export-import Policy and Other Documents

D20MB031 -PROJECT MANAGEMENT

Course objective: This course will enable the students to gain knowledge about the modern project management, project life-cycle, estimation of project times and costs. This course will develop skills of students in the area of project management techniques, managing project risks and teams and out sourcing project works and monitoring of project progress and project closure; to acquaint the students about various issues of project management.

Course outcome

At the end of the course the student will be able to

1. Understand concepts, develop skills and formal project management processes that are used by managers to propose, plan secure resources, budget and lead project teams for successful completion of their projects.
2. Apply decision tools, frame works and fast experiences to critically analyze various project management issues and challenges
3. Initiate actions when needed, make mid – course adjustments in plans and recover from unexpected problems.
4. Hone their abilities to build the projecting and implement the project systematically
5. Develop skills for managing project risks

Modern Project Management:

Module1 Project life cycle, characteristics of Project, drivers of project management, project governance, project management – a socio technical approach

Module2 Project portfolio management system, Project selection criteria, project request for proposal (RFP) defining the project scope, establishing project priorities

Module3 Creating work breakdown structures (WBS), integrating WBS with the organization responsibilities, matrices, responsibility matrices, project communication plan

Estimating project times, costs and project management techniques:

Module4 Factors influencing quality estimates, top – down versus bottom – up estimates, methods for estimation of project times and costs, bottom – up

Module5 Approaches for estimating project times and costs, types of costs, creating database for estimation.

Module6 Network Analysis – PERT and CPM – application of network techniques to engineering problems

Managing project risk and scheduling resources and costs:

Module7 Risk management processes, risk identification, risk assessment, risk response development, contingency planning

Module8 opportunity management, risk response control, change control management.

Scheduling resources and costs: overview of resource scheduling problem

Module9 Types of resource constrains, classification of scheduling problem, resource allocation methods, benefits of scheduling the resources, assigning project work.

Managing Project Teams and outsourcing Project work:

Module10 Five stage team development model, situational factors affecting team development, building high performance project team

Module11 Managing virtual project teams, project team pitfalls.

Module12 Outsourcing project works, best practices in outsourcing project work, the art of project negotiations

Monitoring and Project closure:

Module13 Structure of a project monitoring information system, project control process, monitoring time performance

Module14 Forecasting final project cost, other control issues

Module15 Types of project closure wrap – up closure activities: post – implementation evaluation.

Text Book:

1. Clifford F. Gray, Erik W. Larson and Gowtham.V.Desai “Project Management, the Managerial Process ” 6e, Mc Graw Hill, 2014.

Reference Books:

1. Merydith, Montel and Gopal “ Project Management” wiley India
2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi.
3. L.S Srinath “PERT and CPM” 3e EWP.
4. Subhash Chandra Das “Project Management And Control” PHI.

HR ELECTIVES

D20MB040 - COMPENSATION & REWARD SYSTEM

Course Objective

To make students familiar with the theoretical and practical developments in the area of compensation and benefits and discuss the strategic importance of compensation for the achievement of organizational goals.

Course Outcomes:

The students will be able to

1. Gain insights of various conceptual aspects of Compensation and Benefits to achieve organizational goals
2. Be familiar with internal and external factors that influence compensation design
3. Understand the Legal & Administrative Issues in global compensation to prepare a compensation plan, CTC, wage survey and calculate various bonuses.
4. Designing the compensation strategies for attraction, motivation and retaining high quality workforce.
5. Determine the performance based compensation system for business excellence and solve various cases.

Introduction to Compensation:

Module 1: Definition of Compensation, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.),

Module 2: Types of Compensation Management - The Pay Model

Module 3: Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

Internal Alignment:

Module 4: Definition of Internal Alignment, Internal Pay Structures,

Module 5: Strategic Choices in Internal Alignment Design,

Module 6: Internal Structure.

Job Evaluation:

Module 7: Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result

Module 8: Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson Efficiency Plan, Bedeaux Point Method.

Module 9: Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantt Task & Bonus Wage Plans.

Determining External Competitiveness and Benefits Management:

Competitiveness:

Module 10: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line,

Module 11: Pay Grades Benefits: Benefits Determination Process

Module 12: Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.

Performance Based Compensation System:

Module 13: Employee Contributions: Pay For Performance (PFP): Rewarding Desired Behaviors , Designing PFP Plans, Merit Pay/Variable Pay,

Module 14: Compensation of Special Groups, Compensation Strategies for Special Groups.

Incentives:

Module 15: Positive & negative incentives, Types of individual incentives, Incentive plans for blue collar workers: individual incentive plans: based on time & based on productivity. Group incentive plans: Pristman's plan, Scanlon plan, profit sharing, co-partnership, cafeteria compensation plan, ESOP. Incentive plans for white collar workers: straight salary, straight commission, combination plans.

Skill Component:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students must compare and analyze compensation practices in different countries.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in manufacturing organization.

RECOMMENDED BOOKS:

- Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.
- Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
- Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.

REFERENCE BOOKS:

- Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
- Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.
- Compensation Management, ErSoniShyam Singh, Excel Books.

D20MB041 - HR ANALYTICS AND METRICS

Course Objective:

The objective of the course is to introduce HR Analytics for the aspiring HR professionals. The course will provide the necessary conceptual framework, models and introduce the application tools.

Course Outcomes:

By the end of the course the learners are expected to

1. Understand the importance of HR Analytics and utilize HR analytics for business advantage.
2. Apply the HR Analytics and measure HR functions using softwares such as MS Excel/ IBM-SPSS
3. Assess the effectiveness of HR functions by applying data analysis techniques.
4. Build predictive models to forecast HR trends in organizations.
5. Create visualization tools for effective presentation of HR analytics.

Module:1 HR ANALYTICS-INTRODUCTION: What is HR Analytics, Growth of HR analytics, Big data and HR analytics- Integrating business strategy,

Module: 2 HR analytics and competitive advantage, Business value of HR programmes, HR analytics impact on business outcomes,

Module: 3 Measuring HR programs impact

Module: 4 HR ANALYTICS – MEASURES 1: (Practice using MS Excel) Measures of organization structure – Talent acquisition measures:

Module: 5 Traditional measures, Effectiveness measures, Emerging measures
– Organizational demographics and succession planning,

Module: 6 Measuring RoI on talent development, Metrics and measures for strategic alignment

Module: 7 HR ANALYTICS – MEASURES 2: (Practice using MS Excel) Traditional measures of employee en- gagement,

Module: 8 Measuring attrition, Predictive modeling for employee attrition analysis, Measuring and managing competencies, Competency baselining, Traditional measures of compensation,

Module: 9 Valuing benefits using CTC statement, Portfolio management of benefits

Module: 10 PREDICTIVE HR ANALYTICS: (Practice using IBM-SPSS / MS Excel) Predictive HR analytics, Need, Applications of predictive HR analytics (Cases), Diversity analytics,

Module: 11 Employee attitude surveys, Pre- dicting employee turnover, Predicting employee performance,

Module: 12 Recruitment and selection analytics, Monitoring the impact of interventions, Business applications, Predictive modelling scenarios

Module: 13 ADVANCED ANALYTICS AND VISUALIZATION: Moderation and Interaction analysis, Multi-level linear modelling, Curvilinear relationships, Structural equation models,

Module: 14 Growth models, Latent class analysis,

Module: 15 Visualization tools, Creating charts and graphs, Creating pivot Table, Creating HR dash-boards.

Skill Development:

Assess the demographic distribution of employees in a company.

1. Present the calculation of important HR metrics.
2. Predict attrition levels of HR in any organization.
3. Create a HR dashboard for any one organization.
4. Fit HR data of an organization to an advanced analytic model.

TEXT BOOKS:

1. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India, New Delhi, 2017.
2. Dr Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Publishers, 2016.

REFERENCE BOOKS:

1. Jac Fitz-enz, John Mattox, II, Predictive Analytics for Human Resources, John Wiley & Sons, 2014.
2. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Publishers, 2018.

D20MB042 - ORGANIZATION DEVELOPMENT AND CHANGE

Course Objective:

1. To understand the concepts of change management and to acquire the skills required to manage any change effectively.
2. To understand the various components and constraints involved in Change management.
3. To learn the various tools & techniques for Organization Development.
4. To understand the different OD interventions and its effectiveness.

Course Outcomes:

By the end of the course the learners are able to....

- Develop a model by understanding an organizational development process....L3
- Become aware of the OD process and profession.....L2
- Analyze the diagnostic models to various organizational scenarios.....L4
- Understand OD Interventions and their effectiveness in organizations.....L1
- Choose OD interventions and select them accordingly the diagnosed problem....L5

Organization Development: Introduction

Module -1

Organization Development: Definition, Growth, Relevance – History and Evolution of OD

Module -2

OD interventions, actors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD,

Module - 3

Typology of interventions based on target groups.

OD – Diagnosis

Module -4

OD: Entering and Contracting- Diagnosing: Need, Open Systems Model

Module -5

Organizational Level Diagnosis- Group Level Diagnosis – Individual Level Diagnosis –

Module - 6

Methods for collecting and analyzing diagnostic data -Feeding Back the Diagnostic Data.

OD - Implementing Interventions – Strategic Change Interventions

Module - 7

Designing Effective Interventions – Overview of Human Process Interventions – Leading and Managing Change: Vision, Political Support, Transition, Sustaining –

Module-8

Evaluating OD interventions- Institutionalizing Organizational Change - Transformational Change: Characteristics – Integrated Strategic Change-

Module -9

Organization Design, Culture Change – Continuous Change: Self-Designing organizations- Learning Organizations.

Different Types of Interventions

Module - 10

Process Consultation – Third-Party Peacemaking – Team Building – Organization confrontation meeting – Intergroup-relation interventions- Large-group interventions.

Module -11

Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business

process reengineering; downsizing and outsourcing;

Module-12

Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

Organizational change-

Module 13

Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model,

Module 14

organizational vision and strategic planning. Resistance to change- reasons for the resistance, overcoming resistance for the change,

Module 15

systematic approach to making change- factors for effective change, skills of leaders in change management.

Skill Development:

1. Draft out OD process for any organisation
2. Apply the diagnostic models for any organization
3. Design OD Interventions and apply them for any two organisations.
4. Implementation of change management programmes in organization.

TEXT BOOKS:

1. [Thomas G. Cummings](#), [Christopher G. Worley](#), Organization Development & Change, 9E, Cengage Learning, 2009, ISBN- 0324421389, 9780324421385
2. [Dipak Kumar Bhattacharyya](#), Organizational Change And Development, 2E, Oxford University Press, 2011, ISBN - 0198066465, 9780198066460.

REFERENCE BOOKS:

1. Palmer, Dunford, Akin: Managing Organizational Change - A multiple perspective Approach, 2E, McGraw-Hill Education, 2008, ISBN - 0073404993, 9780073404998.
2. Thornhill, Managing Change, Pearson, 2005.
3. Radha R Sharma: Change Management—Concepts and Applications, TMH, 2007.

D20MB023 - INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objective:

1. To enable students to understand and apply the principles of IR and develop an awareness of the significance of industrial peace.
2. To provide a conceptual basis of Industrial Relations.
3. To give an understanding of the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
4. To discuss the various Industrial acts

Course Outcomes:

- Define Industrial relations and collective bargaining importance in the organization....L1
- Understand the reasons of Industrial Conflicts and Disputes and the settlement procedure...L2
- Apply the suitable acts for a given organizational problem with regard to industrial relations.....L3
- Disprove that IR acts are effective by taking exceptional cases in India.....L4
- Imagine a situation of Industrial dispute and Negotiation techniques to resolve it...L6

UNIT - I

Industrial Relations: Introduction – Constitutional remedies – Directive principles of State policy - Trade Unions Act, 1926 - Employer Organizations: Introduction, Origin and Growth.

Collective Bargaining: Meaning & Definition – Negotiating techniques and skills – Drafting of an agreement

UNIT - II

Industrial Conflicts and Disputes: Conflicts: Introduction and Manifestation – Disputes: Introduction, Prevention and Settlement, Stages in Settlement, Effects

UNIT – III

The Factories Act, 1948 – Industrial Employment (Standing Orders) Act, 1946 – The Maternity Benefit Act, 1961 - The Workmen’s Compensation Act, 1923

UNIT – IV

The Payment of Wages Act, 1936, The Minimum Wages Act, 1948 - The Payment of Bonus Act, 1965

UNIT - V

The EPF Act 1952 - The ESI Act, 1948 – The Payment of Gratuity act, 1972

Skill Development:

1. Conduct a Study on effectiveness of TU in APSRTC in selected units
2. Find out the collective Bargaining procedure in selected sugar factory
3. Analyse the effectiveness of The Workmen’s Compensation Act, 1923 – The ESI Act, 1948 – The Payment of Wages Act, 1936 – in any manufacturing sector
4. The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972 – The EPF Act, 1952 in any pharma company

TEXT BOOKS:

- 1.Piyali Ghosh and Shefali Nandan, “Industrial Relations and Labour Laws”, I/e, McGraw Hill Education, 2015.
- 2.Venkataratnam C. S.: Industrial Relations, Oxford University Press, 2006

REFERENCE BOOKS:

- 1.Arun Monappa: Industrial Relations, TMH, New Delhi, 2003.
- 2.Sinha: Industrial Relations, Trade Unions and Labor Legislation, Pearson 2007.

D20MB024 - TALENT PLANNING AND ACQUISITION

Course Objective:

The course provides an understanding of planning and acquiring an organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

Course Outcomes:

By the end of the course the learners will be able to

1. Interpret organization's business strategy to all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.
2. Develop job descriptions, specifications and assess human resource planning in organizations
3. Measure the effectiveness of staffing programs by applying data analytic techniques.
4. Make use of social media and other staffing technologies for effective employee selection.
5. Design employee orientation programmes and evaluate staffing systems.

Module 1: Defining Strategic Staffing, Components, Goals, Integrating functional areas of HRM

Module 2: Business and Staffing strategies: Firm's Business Strategy, Firm's Talent Philosophy – Deriving the firm's staffing strategy

Module 3: The Firm's Strategic Staffing Decisions –Legal Context: Types of Employment Relationships

Module 4: Job Analysis: Methods, Planning Job Analysis - Conducting Job Analysis, Developing Job Descriptions and Person Specifications

Module 5: Competency Modelling– Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply-

Module 6: Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand

Module 7: Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics,

Module 8: Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures

Module 9: Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods.

Module 10: Latest trends in Recruitment: e-recruitment, Social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices – Selection tools and Techniques,

Module 11: Predictors of Job Performance- Testing: Types of Tests

Module 12: The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategies

Module 13: The Employment Contract, Presenting a job offer, Negotiating, Closing the Deal

Module 14: Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce

Module 15: Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation.

Skill Development: VFSTR

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
3. Study Attracting strategies of any 2 companies of financial institution
4. List out the latest trends in Recruitment

5. Study orientation programs offered by any 2 companies of IT sector

TEXT BOOKS:

1. Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson
2. Belcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cengage Learning.

REFERENCE BOOKS:

1. D K Bhattacharya, Human Resource Planning, Excel Books.
2. Armstrong, Taylor: Armstrong's Handbook of Human Resource Management Practice, 13/e, Kogan Page, 2014.

D20MB025 - LEARNING AND DEVELOPMENT

Course Objective

- It provides an understanding of planning and acquiring organization's talent needs from a strategic perspective and aimed to offer a deeper orientation of the staffing function of human resources, enables the learner to perform the talent acquisition function confidently.

Course Outcomes:

By the end of the course the learners are expected to

- Understand the training environment in organizations and the different models of Training
- Conduct needs assessment for training programs
- Design and execute effective training programs for employees using contemporary methods
- Evaluate the training process and measure the outcomes
- Appraise and make use of technology to enhance learning in organizational training context

Introduction to Employee Training & Development:

Module 1: Training, Designing Effective Training – The Forces influencing working and Learning –

Module 2: Snapshot of Training Practices - The Strategic Training& Development Process - Organizational Characteristics that Influence Training

Module 3: Training Needs in Different Strategies, Models of Organizing the Training Department – Outsourcing Training.

Designing Training:

Module 4: Learning - Meaning, Theories – Learning Process- Training Needs Assessment: Why, Who, Methods –

Module 5: Needs Assessment Process –Competency Models, Scope of Needs Assessment – Module 6: Considerations in Designing Effective Training Programmes

Transfer of Training:

Module 7: Introduction, Training Design – Work Environment Characteristics that influence transfer

Module 8: Organizational Environments that Encourage Transfer

Module 9: Traditional Training Methods: Presentation methods - Hands-on Methods - Group-building Methods – Choosing a Training Method.

Training Evaluation:

Module 10:Evaluation - Introduction, Reasons – Overview of Evaluation process–

Module 11: Outcomes used in Evaluation, determining whether outcomes are good –

Module 12: Evaluation Practices, Designs - Determining Return on Investment - Measuring Human Capital and Training Activity

Employee Development:

Module 13:Employee Development, Approaches – Development Planning Process-Company Strategies

Module 14: E-Learning and Development- E-Learning Technologies: Technology and Multimedia, Computer Based Training – Developing Online Learning, Blended Learning, Simulations, Mobile Technologies

Module 15:Technologies for Training Support and Administration – Learning Management Systems – Special Issues in Training and Development, Skill Development Initiatives: NSDC, PMGKY, DDUGKY etc. and latest developments.

Skill Development:

1. List out Training practices of any 2 telecommunication companies
2. Conduct a study on designing Training programs of banking sector
3. Study the effectiveness of Training programs of any 2 service sector related companies
4. Find out group building activities of any MNC company
5. Analyze any special issues of T&D programs

TEXT BOOKS:

1. Noe Raymond, Employee Training & Development, 6e, Tata McGraw-Hill Education.
2. Pandu Naik.G., Training & Development, Excel Books India, 2009, ISBN - 8174465650, 9788174465658.

REFERENCE BOOKS:

1. Blanchard & Thacker, Effective Training, 5e, Prentice Hall
2. Harward, Taylor & Hall, What Makes a Great Training Organization?: A Handbook of Best Practices, 1/E, Pearson
3. Anjali Ghanekar, Essentials of Training & Development, 1E, Everest Publishing House, Pune, 2009, ISBN 8176601594

D20MB026 - TALENT MANAGEMENT & SUCCESSION PLANNING

Course Objective:

To enable the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

Course Outcomes:

- To identify what drives the need for talent management in organizations today.
- To strategically manage the talent and performance in organizations.
- To implement proven strategies, tools, and processes to help manage talent and performance.
- To discover ways of how to focus on people and their performance more effectively by examining each phase of the performance management process.
- To design strategies in fulfilling the needs of higher level management.

Talent Management:

Module 1: Talent Management - Meaning and significance of talent management

Module 2: Aligning HRM goals to business, attracting talent, retaining talent - becoming the best employer by employer branding activities

Module 3: Inculcating performance culture, right sizing the workforce - work life balance initiatives - providing HR leadership to business.

Competency Mapping:

Module 4: Competency Mapping - Features of competency methods, historical development, definitions

Module 5: approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps, tools for data collection, data analysis - validating the competency models,

Methods of Data Collection for Mapping:

Module 6: Observation, repertory grid, critical incident technique - expert panels, surveys, automated expert system - job task analysis, behavioral event interview. - Developing competency models from raw data - data recording, analyzing the data.

Employee Engagement:

Module 7: Employee engagement - meaning and significance - constituents of engagement, conceptual framework of engagement - behaviors associated with engaged employees, engaged, not engaged, actively disengaged - parameters to measure employee engagement -

Module 8: Q 12 model of Gallup, employee satisfaction survey. Great Place to Work studies

Module 9: Organization Development, Organization Development Interventions

Career Planning:

Module 10: Career planning: Introduction, objectives, steps involved in career planning, Creating career growth opportunity.

Module 11: Mentoring employees for growth - Providing developmental job assignments, providing resources of learning and development opportunities

Module 12: vertical promotions and horizontal postings to promote career progression - psychological contract and career anchors. {T:1,2}

Succession planning:

Module 13: Introduction, objectives, significance, process. Identifying managerial positions which are critical for the business.

Module 14: Identifying the second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents

Module 15: Taking up lateral hiring when there is discontinuity in the succession plans.

Skill Development:

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
 1. Study Attracting strategies of any 2 companies of financial institution
 2. List out the latest trends in Recruitment
 3. Study orientation programs offered by any 2 companies of IT sector

TEXT BOOKS:

1. Lance Berger, Dorothy Berger, Talent Management Handbook, McGraw Hill Professional, 2003, ISBN - 007143612X, 9780071436120.
2. Lyle M. Spencer, Phd Signe M. Spencer, Competence At Work Models For Superior Performance, John Wiley & Sons, 2008, ISBN - 812651633X, 9788126516339.
3. Sanghi, Seema, The Handbook of Competency Mapping, SAGE (Response Books), New Delhi, 2004, ISBN - 076199842X, 9780761998426.

REFERENCE BOOKS:

1. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International.
Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi

5.3 Duration of The Programme:

The course shall consist of two academic years divided into four semesters.

5.4 Faculty and Support Staff Requirements:

Teaching faculty of the Institute is primarily responsible for providing blended learning environment. This Programme requires the following faculty and supporting staffs

Faculty (MBA-HRM)		Administrative Staff for CDOE	Technical Staff for CDOE
ODL	OL		
2	2	10	11

5.5 Instructional Delivery Mechanism:

Learning material will be facilitated by providing Print and Audio, Video material, E-books, E-notes, and technological support through Learning Management System (LMS) to enable two-way communication between the learner and the Instructor. Each semester there will be contact Programme for 40 hours'. The Self Learning Material (SLM) will be supplied to the students in print form as well as in electronic form. The face-to-face contact sessions of the Programme for theory courses will be held at the Institute for Open & Distance learners and virtual counseling for online learners. The conduct of end semester examinations, evaluation and issuance of certificates will be done by the Institute.

The Instructional system of the Institute comprises six components, viz, Self-Learning Material (SLM), Practical Sessions, Project Report, Management Thesis, Internal Assignment and End Term Examination.

5.6.1 Self-Learning Material (SLM): The success and effectiveness of ODL/OL largely depends on study material. It is necessary that the material mode must be ideal for easy and better understanding for self-study. Learning through SLM is developed with the approach of self-explanatory, self-contained, and self-motivating by following the UGC guidelines.

- In house faculty prepared printed material
- List of Prescribed Text books for reference
- Video digital content
- Digital content of the topics

5.6.2 Practical Sessions: These sessions guide the learners as the Programme proceeds. The date and venue for the Practical Sessions will be communicated to the learners through Institute website or SMS. During the sessions, the learner gets guidance for better understanding of the concepts. For Open & Distance Learners, Practical sessions of 40 hours for each course in a semester will be conducted by the respective Course Coordinator at the Institute. The learners can get their doubts cleared in these sessions to improve their self-learning capabilities. Learners should attend these sessions for all their respective courses.

- Personal interactive sessions include:
 - Case-study discussion,
 - Seminars and
 - Activities like designing business plan and group discussions.

5.6.3 Lab Resources: Well equipped lab with 64 computers and software required to enhance the technical skills of the learners

1. Tally.ERP9 gold software
2. SPSS – 25
3. AMOS - 25

5.6.4 Management Thesis: The Management thesis is intended to be a semester long work carried out by the learner during Semester IV. Learners are expected to apply their knowledge and skills to do an extensive research and prepare a report and submit to the Institute.

- Periodical reviews
- Requested Customized Mentoring sessions

5.6.5 Project Report (PR): The PR introduces the learner (both ODL and OL) to design, execute and report on business problems and solutions. The learners should prepare a project report, which is evaluated by the Institute. Learners are subjected to a comprehensive viva-voce at the end of the III semester.

- Review sessions on regular intervals
- Viva-voce sessions

5.6.6 Internal Assignment: In order to ascertain the writing skill and level of comprehension of the learner, submission of the assignment work is compulsory for all learners. The learner has to submit 2 assignments for each subject. The assignment question papers will be uploaded to the website and the learners should submit as per the academic calendar. The total weightage of internal assessment for each subject is 30 marks.

5.6.7 End Term Examination: At the end of every semester, the learner will write theory exams for 70 marks to each subject. The learner of ODL and OL has to write the examination in pen & paper mode and computer based exam respectively at the Institution.

5.6.8 Identification of media – print, audio or video, online, computer aided

SLM & ELM are uploaded into vumoodle.in (Learning Management System)

5.6.9. Student Support Services:

- Counseling sessions will be provided to learners to choose the courses of their interest and plan their courses of study for career advancement.
- Personal Contact Program (PCP) / Face-to-Face Counseling will be held in each semester as part of student support services. This would help the students to interact with experts in the course and clarify doubts. However, attendance is not mandatory.
- E-Learning portal for distance education students will be a medium for the dissemination of knowledge, skill enrichment, assist in examination preparation, exchange of experience and collaborative participation.

5.7 Course Material:

Learning material is prepared for the courses by the in-house faculty. Similarly, audio and video based lectures are produced by the in-house faculty.

5.8 Medium of Instructions:

The medium of instructions and examination is ENGLISH only.

6. COST ESTIMATE OF THE PROGRAM AND THE PROVISIONS

Cost estimated of program is based on following components:

Sl. No.	Nature of Expenditure	Expenditure (INR)
1	Program Development	25,000,000.00
2	Program Delivery	26,880,000.00
3	Program Maintenance	20,000,000.00
4	Evaluation	10,000,000.00
5	Salary to staff	9,693,594.00
	Total Cost of MBA (HR) Program	91,573,594.00

7. ADMISSION, DELIVERY, AND EVALUATION NORMS

7.1 Admission Process for ODL and OL:

1. Students should apply online and upload the copy of certificates/credentials to the portal of the Admission Cell of Directorate of Distance Education (DDE)
2. The admission cell of DDE will notify the merit list and inform the applicants.
3. The admission offer letter will be sent to the selected applicants. They can pay the stipulated fee through online/DD.
4. On receipt of fee, admission is confirmed; enrollment number and Identity Card will be issued.
5. In the process of admission to MBA (Finance) program the decision of the Directorate of Distance Education is final.
6. If, at any time after admission, it is found that a student has not fulfilled all the requirements stipulated in the offer of admission, the Director of Distance Education may revoke the admission and report the matter to the concerned.

7.1.1 Admission Eligibility:

All the graduates (Regular/Distance/Vocational) with a minimum 50% of marks or 5.2 CGPA in any discipline or equivalent are eligible to apply. In case of SC/ST graduate with a minimum 45% of marks or 4.7 CGPA in any discipline or equivalent are eligible to apply.

7.1.2 Registration and Enrollment for Courses:

- The process of signing up for courses is called registering. Learners are enrolled after paying the prescribed fee.
- If a student fails to register in any particular semester within the stipulated time, his / her registration will be cancelled for that semester. The candidate will be permitted to continue the study in a subsequent semester with proper prescribed fee governed by Directorate of Distance Education.
- Late registration will be permitted with a fine, as decided by the directorate of Distance Education from time to time.
- The subjects offered during first and second semester are compulsory for all the learners.
- The learners should select one common and four electives at the beginning of third and fourth semester. The electives chosen by the students from the curriculum shall be operational, subjected to a minimum number of students registered, fixed by the Directorate of Distance Education.
- Commencement of academic activities for the academic year in the month of July and for the calendar year in the month of January.

7.1.3 Break in Studies:

- Any learner willingly or in unfortunate situations can break his/her studies for a semester by paying stipulated fee for break period.
- The discontinued learner can continue his/her studies in the subsequent semester from where he / she left the course after getting proper approval and paying the prescribed fees from time to time by case by case at the discretion of concerned authorities.

7.1.4 Re-Admission:

In case a learner is unable to complete a program within the stipulated Course duration, he/she can seek re-admission to the program subject to proper approval. The Institute will consider granting additional period to the learner on case to case basis to facilitate to complete the Program.

In case of revision in regulation in the course, the learner should undergo the new curriculum. The learner will be informed about the equivalent courses and credit transfer under the new curriculum.

7.1.5 Academic Counseling: In order to provide academic assistance to learners, different levels of Counseling /attention will be provided by three types of coordinators viz., Program coordinator Course coordinator and course mentor as per the UGC stipulations.

- **Program Coordinator:** The programme coordinator shall be responsible for overall coordination of the development, delivery and assessment of the learners in ODL/OL programme.
- **Course Coordinator:** The course coordinator shall be responsible for overall coordination of the development, delivery and assessment of the learners in the course.
- **Course Mentor:** Course Mentor shall assist the programme/course coordinator in providing academic supports to learners and also in managing virtual teacher learner interaction groups.

Curriculum Transactions:

During the practical sessions for ODL's the ICT enabled class room teaching will be through conventional lectures, power point presentation and by using videos Lectures.

7.2 Examination:

- i. The end-semester examination will be held in June for the Academic batch and in December for the Calendar batch respectively.
- ii. Admit Cards/Roll No. Slips and date sheet for appearing in the examination shall be provisional subject to fulfilling the eligibility, etc. will be issued to the candidates by e-mail, 10-12 days before the commencement of examination. In case, the learner does not receive his/her Admit Card/Roll No. slip in time, he/she should contact the VFSTR-DDE.
- iii. An Examination Centre for theory & practical will be located at Institute Head Quarters - Vadlamudi.

7.2.1 Evaluation Pattern for ODL and OL:

The examinations shall be conducted for theory to assess the knowledge acquired during the study. There shall be two evaluation procedures viz., internal and external. The internal evaluation shall be conducted as Continuous Internal Assessment via assignments. The internal assessment shall comprise of maximum 30 marks for each course except Management thesis and Project report. The end semester examination shall be of three hours' duration for each course at the end of every semester.

Internal Assessment: In the form of periodic assignments which carry a weightage of 30%. There will be two assignments per course. The average of the marks obtained in the two assignments will be considered for Internal Assessment.

Distribution of Marks in Continuous Internal Assessments:

The following procedure shall be followed for awarding internal marks for courses:

Component	Syllabus Coverage	Marks
Assignment-1	Modules 1 to 7	30
Assignment-2	Modules 8 to 15	30
Total		60
Marks will be scaled down to 30		

Question paper pattern for ODL and OL:

Internal Assessment:

- Each subject question paper carries a maximum of 30marks.
- The question paper consists of only one section.
- Assignment 1 and 2 consist of 6 questions of 5 marks each ($6 \times 5 = 30$ marks) with no choice. The candidate should answer all questions

External Assessment: The candidate shall be required to take an examination at the end of each semester as detailed in the scheme of examination. Each paper of the examination shall unless and otherwise prescribed, be of three hours' duration and carry 70 marks.

ODL Mode:

- The question paper carries a maximum of 70marks.
- The question paper consists of two sections namely Part-A and Part-B.
- Part-A consists of 5 questions of 2 marks each ($5 \times 2 = 10$ marks) with no choice. The candidate should answer all questions.
- Part-B consists of 10 questions with internal choice from each unit. Each question carries 12 marks ($5 \times 12 = 60$ marks).

OL Mode:

- A computer based MCQ test for 50marks and 20 marks for descriptive.

Project Report & Management Thesis: The Candidate has to do the project in the third semester and prepare management thesis in the fourth Semester and submit the report for 100 marks under the guide allotted by DDE- VFSTR.

7.2.2 Minimum Pass Percentage:

To clear a course, a student must be secure at least 40% of the total maximum marks which is inclusive of internal and external marks out of which a minimum of 40% must be scored in the end semester examination.

7.2.3 Marks and Grades:

The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

Letter Grade	Grade	% of Marks	Grade Point
Outstanding	O	90 and above	10
Excellent	S	80 and above but less than 90	9
Very Good	A	70 and above but less than 80	8
Good	B	60 and above but less than 70	7
Fair	C	50 and above but less than 60	6
Average	D	40 and above but less than 50	5
Fail	F	Below 40	0

Marks will not be indicated on the memorandum. Only letter grade will be mentioned. Its correlation with grade points (as per the above table) will be mentioned on the overleaf of the marks memorandum.

Semester Grade Point Average (SGPA) will be computed based on the following formula.

$$SGPA = \frac{\sum_{i=1}^n C_i p_i}{\sum_{i=1}^n C_i}$$

Where

C_i = the number of credits earned in the i th course of a semester for which SGPA is to be calculated

p_i = grade point earned in the i th course

$i = 1, 2, 3, \dots, n$, represent the number of courses in which a student is registered in the concerned semester.

This formula takes into consideration of all the courses of the semester even if the candidate has not passed in any of the courses at that point of time. Non-credit courses will not be considered for SGPA calculation.

Cumulative Grade Point Average (CGPA) is computed based on the grade points the student has obtained in all the courses of the semesters he has undergone till that point of time. It is as per the formula given below.

$$CGPA = \frac{\sum_{j=1}^m C_j p_j}{\sum_{j=1}^m C_j}$$

Where

C_j = the number of credits earned in the j th course up to the Semester for which CGPA is to be calculated

p_j = grade point earned in the j th course.

$j = 1, 2, 3, \dots, m$ represents the number of courses in which a student is registered up to the Semester for which the CGPA is to be calculated.

The students who are eligible for award of degree shall be classified based on CGPA secured as given below:

Sl. No.	CGPA Secured	Class / Division
1	Above 7.5	First Class with Distinction
2	6.5 and above but less than 7.5	First Class
3	6.0 and above but less than 6.5	Second Class
4	5.0 and above but less than 6.0	Third Class
5	Below 5	Fail

*The candidates who have passed in the first appearance and within the prescribed semester of the PG Program are eligible.

7.2.4 Maximum duration for completion of the course :

The maximum duration for the program shall not exceed 5 years from the year of their admission.

7.2.5 Commencement of this regulation and fee structure:

These regulations shall come into effect from the academic year 2020-21 for candidates who are admitted to the first year of the course during the academic year 2020-21.

Fee structure

Sl. No.	Fees Detail	Amount in Rs.	
		First Year	Second Year
1	Admission Processing Fees	5,000/-	-
2	Tuition Fees	50,000/-	50,000/-
3	Exam Fees	2000/-	3000/-
	TOTAL	57,000/-	53,000/-

Yearly fee shall be payable through Demand Draft or online at the beginning of the academic year.

8. REQUIREMENT OF THE LABORATORY SUPPORT & LIBRARY RESOURCES

The NTR Central Library is one of the important central facilities of the Institute. It has text books, reference books, conference proceedings, back volumes, standards, and non-book material such as CD-ROMs and audios. The central Library procured several e-books in different areas. The library also subscribes to about 250 current periodicals. The Directorate of Distance Education of the Institute has adequate number of copies of books related to PG Management Programme.

The department has the following resources in the central library:

Details of books, Journal, Volumes in Central library:

Category	Number
National & International Journals	21
National & International Journals (Online)	671
Book titles	2407
Volumes	6206
e-books	500

Our learning resources include a host of self-learning materials that help the learners in gaining knowledge through multiple modes. In this way retention and application of knowledge becomes simple and easy. The components of our learning package are as follows:

- **Learners shall be given access to digital library including Business Source Premier:** EBSCO Host, is the industry's most used business research database, providing full text for more than 2,300 journals and 1,100 peer-reviewed titles.
- **Course material in SLM format:** The course material provided to learners is designed as per SLM guidelines by Distance Education Bureau (DEB). It is also delivered in e-Content format.
- **Provision of Reference books:** The Institution provides the provision of reference books to learners who seek to gain extra knowledge on a particular subject.
- **Special session on technical subjects:** Some of the subjects require extra efforts, therefore extra sessions are planned for the same.
- **Occasional Workshops / Guest lecture:** The Institution arranges workshops & guest lectures by industry experts to help the learners.

9. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAM OUTCOMES

The Centre for Internal Quality Assurance (CIQA) of the institution assures the quality of all the programs offered in terms of developing learning materials (print & audio- video), training and capacity building of staff, and maintaining the standards of CDOE on par with conventional programs.

9.1 Developing learning materials:

- CIQA establishes a auditing system to verify the contents prepared by Course coordinators and make sure the printed material provides complete course description comprising overview of units along with objectives, activities, assignments and additional resources.

- Printed material is complimented with audio-video material with simple and stylish presentation fulfilling the learning outcomes.
- Lecture plan for contact hours will be designed in such a way that audio - video material shall provide continuity and coherence within and between study sessions.
- LMS developed by the centre facilitates easy navigation and accessible through metadata.
- Through regular internal and external audits CIQA upkeep the standards of learning material and updates based on the feedback received from stakeholders.

9.2 Training and capacity building of staff:

- CIQA takes adequate measures for training and capacity building of teaching and administrative staff and counsellors/co-ordinators/mentors at regular intervals
- Special Faculty development programs will be organized for all program and course coordinators to enhance their skills in content preparation and delivery
- Training programs will be conducted for administrative staff for improving easy transactions with stakeholders.

9.3 Maintaining standards of CDOE:

- VFSTR is known for its quality teaching learning process for the past four decades with innovative pedagogy tools and honest practices.
- CIQA ensures the spirit is carried out for the programs offered through ODL & OL modes on par with standards as defined for the conventional mode.
- CIQA acquires approval letters from concerned statutory or regulatory authority prior to offering programs and the same will be displayed on the Higher Educational Institution's website
- CIQA thoroughly verifies and authorizes all the brochure or bulletin of the respective programs and inform the same to the University Grants Commission from time to time.

In addition to these, the learner will possess the following Programme Outcomes (POs):

- **Generic and Management Domain Knowledge:** They will not just be able to understand the general and management terms, concepts, ideas, and principles, but will be able to apply, illustrate, analyze, and synthesize to the solutions of real-world complex business issues.
- **Problem Solving & Innovation Ability:** They will come out with unique creative, innovative, or out of the box solutions for the corporate world.

- **Critical Thinking Ability:** They will improve the critical and strategic integrated thinking to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data-driven decisions.
- **Effective Communication Ability:** They will be able to communicate effectively with all the stakeholders of the organization and society.
- **Leadership and Team Work Ability:** They will exhibit leadership skills in diversified and multidisciplinary areas. They will be able to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- **Global Orientation Ability:** They will be able to approach any relevant business issues from a global perspective and exhibit an appreciation for the cross-cultural aspects of businesses.
- **Entrepreneurship Ability:** They will be able to identify the entrepreneurial opportunities, and leverage managerial & leadership skills for founding, leading, and managing startups as well as professionalizing and growing family businesses.
- **Environment and Sustainability Ability:** They will be able to demonstrate the knowledge of environmental awareness and the need for sustainable development to achieve business goals of the corporate world.
- **Social Responsiveness Ability:** They will be able to take ethical decisions in the day to day activities by demonstrating social responsiveness.
- **Life-Long Learning Ability:** They will not only acquire new knowledge and skills and assimilate them into the improved business processes but also help others in learning new knowledge and skills. They will contribute in making the organization a learning organization.

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