

Scheme of Examination

&

Syllabi

of

**Post Graduate Diploma in Human Resource Management
(PGDHRM)**

For

Academic Session 2018-2019 Onwards



TECNIA INSTITUTE OF ADVANCED STUDIES-CDL

Centre for Distance Learning Approved by UGC-DEB & AICTE

4 PSP, Institutional Area, Sector-14, Rohini, Delhi-110085

<http://www.cdl.tecnia.in>

Tecnia Institute of Advanced Studies-CDL

Centre for Distance Learning Approved by UGC-DEB & AICTE
Post Graduate Diploma(s)

TIAS-CDL is a recognized Institution for offering the Post Graduate Programs by the Joint Committee UGC-AICTE- DEC since 2009 vide DEC Recognition Letter F.No. DEC/Recog/2009/3181 Dated 09/09/2009, F.No. DEC/Recog/2012/14776-77 Dated 24/09/2012, F.No. UGC/DEB/Recog./Tecnia/2014/ 6894-97 Dated 27/05/2014, F.No. 12-2/2015/ (DEB-III) Dated 29/05/2015, F.No.UGC/DEB/18/3/Tecnia/2015/103, Dated 01/09/2015, F.No. 6-9/2016(DEB-I)/444 Dated 23/08/2016, F.No. 2-4/2015(DEB-III) Dated 23/10/2017, F.No. 2-4/2015(DEB-III)06/02/2018, AICTE Approval Letter Dated 24.05.2018, as per the norms/guidelines of apex regulatory bodies and approved by the Distance Education Council, for offering Post Graduate Diploma(s) in the following programs through Distance Mode:

- | | |
|---------------------------------------------------------|--------|
| 1. Post Graduate Diploma in Management | PGDIM |
| 2. Post Graduate Diploma in Finance Management | PGDFM |
| 3. Post Graduate Diploma in Operation Management | PGDOM |
| 4. Post Graduate Diploma in Human Resources Management- | PGDHRM |
| 5. Post Graduate Diploma in Marketing Management | PGDMM |

The Post Graduate Diploma(s) is spread across Six Semesters. The outline is mentioned in the preceding text.

The students can opt for any of the specialized programs. The subjects in the first two semesters in all the programs would be common to all, however, in the Third and the Fourth Semester, the specialized opted subjects would be taught. Further, in the Fifth and the Sixth Semester of all the programs, students would be required to undergo and submit Summer Training report and Project Dissertation respectively

Following is the criteria(s) for the assessment

Criteria for Assessment

The assessment of the students (out of 100 marks) shall be as per the criteria given below:

S.No	Weightage / Criteria	Marks
1.	Assignments	25 Marks
2.	PCP, Attendance and Interaction	10 Marks
3	Term End Examination	65 Marks

* Record to be maintained by faculty and made available to the examination branch of the TIAS - CDL, if required.

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FIRST SEMESTER					
Code No.	Paper	L	T/P	Credits	Distribution of Course
TDL - 01	Management Process & Organizational Behavior	4	-	4	Core
TDL - 02	Decision Sciences	4	-	4	Core
TDL - 03	Managerial Economics	4	-	4	Core
TDL - 04	Accounting for Management	4	-	4	Core
TDL - 05	Information Technology Management	4	-	4	Core
TDL - 06	Business Communication	4	-	4	Core
TDL - 07	Business and Legal Environment	4	-	4	Core
	Total	28	-	28	

SECOND SEMESTER					
Code No.	Paper	L	T/P	Credits	Distribution of Course
TDL - 08	Management of Technology, Innovation & Change	4	-	4	Core
TDL - 09	Financial Management	4	-	4	Core
TDL - 10	Marketing Management	4	-	4	Core
TDL - 11	Business Research	4	-	4	Core
TDL - 12	Operations Management	4	-	4	Core
TDL - 13	Human Resources Management	4	-	4	Core
TDL - 14	E-Business	4	-	4	Core
	Total	28	-	28	

Note: The Subjects Taught in the First Two Semesters is common for all the Five Specialized Post Graduate Programs i.e. PGDIM, PFDPM, PGDOM, PGDHRM, PGDMM.

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THIRD SEMESTER					
Code No.	Paper	L	T/P	Credits	Distribution of Course
TDL - 15	Management of International Business	4	-	4	Core
TDL - 16	Information Systems Management	4	-	4	Core
TDL - 17	Entrepreneurship Development	4	-	4	Core
THR - 01	Compensation Management	3	-	3	Elective
THR - 02	Industrial Relations and Labour Laws	3	-	3	Elective
THR - 03	Training & Development Systems & Practices	3	-	3	Elective
THR - 04	Performance Management	3	-	3	Elective
THR - 05	Strategic & International Human Resource Management	3	-	3	Elective
	Total	27	-	27	

FOURTH SEMESTER					
Code No.	Paper	L	T/P	Credits	Distribution of Course
TDL - 18	Business Intelligence and Applications	4	-	4	Core
TDL - 19	Strategic Management	4	-	4	Core
TDL - 20	Corporate Social Responsibility, Human Values & Ethics	4	-	4	Core
THR - 06	Organizational Development	3	-	3	Elective
THR - 07	Team Building in Organizations	3	-	3	Elective
THR - 08	Behavior Testing and Counseling	3	-	3	Elective
	Total	21	-	21	

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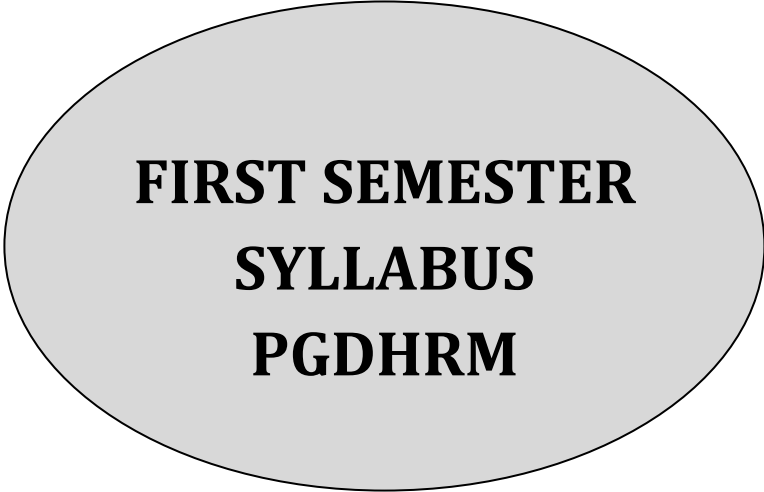
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FIFTH SEMESTER					
Code No.	Paper	L	T/P	Credits	Distribution of Course
TDLP - 01	Summer Training Report	-	-	8	Skill Based
	Total	-	-	8	

SIXTH SEMESTER					
Code No.	Paper	L	T/P	Credits	Distribution of Course
TDLP - 02	Project Dissertation	-	-	8	Skill Based
	Total	-	-	8	

Total Credits =	120
To obtain the degree a student shall require 113 Credits.	

Note: The students would be required to submit Summer Training Report and Project Dissertation of 8 credits each, common in PGDIM, PGDFM, PGDOM, PGDHRM, PGDMM.



**FIRST SEMESTER
SYLLABUS
PGDHRM**

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Management Process & Organizational Behavior

Course Code: TDL 01

L - 4, Credits - 4

Objective: This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

Course Contents

Unit I

Introduction to Management: Meaning and Nature of Management, Evolution of Management, Managerial Functions, Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives. Case Study.

(3+15+12 Hours)

Unit II

Process of Management: Planning-Process and Techniques, Directing-Principles and Process, Controlling-Process and Techniques, Decision Making Models. Case Study.

(3+15+12 Hours)

Unit III

Fundamentals of Organizational Behaviour: Introduction and Meaning, OB Models & Approaches, Work Force Diversity, Organizational Justice, Whistle Blowing and Social Responsibility, OB Trends, Case Study.

Individual Processes and Behaviour: Personality, Perception, Attitude, Learning, Motivation, Managing Emotions and Stress at Work.

(3+15+12 Hours)

Unit IV

Interpersonal Processes and Behavior: Communication, Work teams and group dynamics Leadership, Conflict Management, Interpersonal Behavior and Relations, Transactional Analysis, Case Study.

Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Organizational Change and Development, Cross Cultural Organizational Behavior.

(3+15+12 Hours)

Text Books

1. Robbins, S.P. Judge, T.A., Vohra, N. (2016), Organizational Behaviour, 16/e, Pearson Education.
2. Pierce, J.L. & Gardner, D.G. (2010), Management and Organizational Behavior, Cengage Learning.

Reference Books

1. Nelson D.L., Quick, J.C. &Khandelwal, P. (2014), ORGB, 2/e, Cengage Learning
2. Green Berg, J. and Baron, R.A. (2015), Behaviour in Organization, Pearson Education.
3. Newstrom, J.W. & Davis, K (2014), Organizational Behaviour at Work, Tata McGrawHill.
4. George, J. M. & Jones, G.R. (2012), Understanding and Managing Organizational Behaviour 6/e, Pearson Education.

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Decision Sciences

Course Code: TDL 02

L - 4, Credits - 4

Objective: To expose students to quantitative techniques in management decision making.

Course Contents

Unit I

Probability – Meaning, Approaches of Probability Theory, Addition and Multiplication Theorems, Conditional Probability, Bayes' Rule, Probability Distributions – Binominal Poisson, Normal Distribution, Application of Probability Theory in Business Decision Making.

(3+15+12 Hours)

Unit II

Linear Programming – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model, Solution of Linear Programming Problem with the help of Graphical and Simplex Method, Concept of Duality, Shadow Prices, Sensitivity Analysis, Role LP in Economic Decision Making. Transportation Problems - Initial Basic Feasible Solution, Test for Optimality. Assignment Problems, Travelling Salesman Model.

(3+15+12 Hours)

Unit III

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis. Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

(3+15+12 Hours)

Unit IV

Network Analysis – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of crashing, Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO. Simulation Modeling.

(3+15+12 Hours)

Textbooks

1. Render Barry, Stair RM, Hanna ME and Badri TN (2016), Quantitative Analysis for Management, 12/e, Pearson India
2. Ken Black (2013), Business Statistics: For Contemporary Decision Making, 8/e, Wiley-India.

Reference Books

1. Sharma, J.K. (2013), Operations Research: Theory and Applications, 5/e, Macmillan, India
2. Taha, Hamdy (2014), Operations Research: An Introduction, 9/e, Pearson India
3. Levin Richard and Rubin DS (2012), Statistics for Management, 7/e, Pearson Education.
4. Kapoor VK, (2014), Operations Research: Techniques for Management, 9/e, Sultan Chand & Sons, New Delhi.

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Managerial Economics

Course Code: TDL 03

L - 4, Credits - 4

Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Contents

Unit I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.

(3+15+12 Hours)

Unit II

Demand Analysis and Theory of Production: Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs.

(3+15+12 Hours)

Unit III

Theory of Cost and Market Structures: Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

(3+15+12 Hours)

Unit IV

Introduction to Macro Economics: Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation: Meaning, Theories, and Control Measures; Recent Developments in Indian Economy.

(3+15+12 Hours)

Text Books

1. H. Craig Petersen, W Cris Lewis, Sudhir K. Jain, (2005), Managerial Economics, 4/e, Pearson Education
2. Robert S. Pindy Daniel L. Rubinfeld, Prem L Mehta, (2009), Micro Economics, 7/e, Pearson Education.

Reference Books:

1. Lila J. Truett, Dale B. Truett,(2006), Managerial Economics: Analysis, Problems, Cases, 8/e, Wiley India.
2. Chaturvedi, DD, (2014), Managerial Economics, Scholar Technical Press, New Delhi.
3. Salvatore, D.(2006), Managerial Economics in a Global Economy, 6/e, Oxford University Press.
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 4/e, Pearson Education

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Accounting for Management

Course Code: TDL 04

L – 4, Credits - 4

Objective: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Contents

Unit I

Nature of Accounting Information: Scope and Nature of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Errors. Classification of Capital and Revenue. Expenditure. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments).

(3+15+12 Hours)

Unit II

Cost Accounting: Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Costing, Overhead Cost Allocations, Over and Under Absorption. Job and Contract Costing, Operating Costing, Reconciliation of Financial and Cost Accounting.

(3+15+12 Hours)

Unit III

Performance Evaluation Techniques: Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Fixed and Flexible Budgets, Zero Based Budgeting, Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.

(3+15+12 Hours)

Unit IV

Decision Making Techniques: Marginal Costing, Application of Marginal Costing in Decision Making, Cost Volume Profit Analysis; Profit Planning, Management Accounting for Decision Making and Control; EVA; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing; Uniform Costing.

(3+15+12 Hours)

Text Books

1. Dhamija, Sanjay (2015), Financial Accounting for Managers, Pearson Education
2. Jawaharlal (2016), Advanced Management Accounting, S. Chand & Company.

Reference Books

1. Maheshwari S.K, (2013), A Textbook of Accounting for Management, 3/e, Vikas Publishing House Pvt. Ltd-Noida
2. Arora, M. N., (2012), Cost Accounting Principles & Practice, 12/e, Vikas Publishing House.
3. Duray. Colin. (2014), Management and Cost Accounting, 8/e, Cengage Learning India Pvt. Ltd.
4. M.Y.Khan and P.K.Jain (2013), Management Accounting-Text, Problems and Cases, 6/e, McGraw Hill.

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Information Technology Management

Course Code: TDL 05

L - 4, Credits - 4

Objective: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Contents

Unit I

Computer Hardware and Number System: - CPU, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

(3+15+12 Hours)

Unit II

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development, Data Analysis using Spreadsheets Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries.

(3+15+12 Hours)

Unit III

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets.

(3+15+12 Hours)

Unit IV

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

(3+15+12 Hours)

Text Books:

1. ITL Education Solutions (2012), Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter (2006), Introduction to information technology, 2/e, John Wiley and Sons.

Reference Books:

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management - Transforming organizations in the digital economy, 5/e, Wiley India.
2. Joseph A. Brady and Ellen F Monk (2014), Problem Solving Cases in Microsoft and Excel, 12/e, Thomson Learning.
3. V. Rajaraman, (2013), Introduction to Information Technology, 2/e, PHI.
4. Dhingra S & Tondon A, (2015), Introduction to Information Technology, 1/e, Galgotia Publishing House.

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Business Communication

Course Code: TDL 06

L-4, Credits -4

Objective: The aim of the course is to train students to enhance their skills in written and oral communication through practical conduct of this course. This course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business.

Unit I

Introduction to Business Communication: Business communication- definition, Importance. Forms and Types of Communication (Downward, Upward, Horizontal and Lateral Communication), Formal and Informal Communication Network. Process of communication. Barriers and Gateways to communication.

(3+15+12 Hours)

Unit II

Written Communication and Applications of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letters (Request letters, Good News letters, Bad news letters, Persuasive letters, Sales letters). Minutes of the Meeting, Report Writing, Job application and Resume Writing, Business communication via Social Network, Writing a Blog.

(3+15+12 Hours)

Unit III

Oral Communication and Business Etiquettes: Principles of Oral Presentation, Factors Effecting Presentation, Video-conferencing and Skype, Non – Verbal Communication (Para language, Time, Space, Silence, Body language). Group Discussion and Employment Interview, Business Etiquettes and Professionalism, Introduction and Greetings, Dressing and Grooming, Gifting in Business, Public Speaking, Active Listening.

(3+15+12 Hours)

Unit IV

External Influence on Business Communication: Legal and Ethical dimensions of communication (Dealing with pressure to compromise your ethics). Cross Cultural and Diversity Issues of Communication, Technology Enabled Communication, Negotiation and its relevance in Business Communication, Mass Communication.

(3+15+12 Hours)

Text Books

1. Lehman, C.M., DuFrene D.D., &Sinha M. (2013), BOM – What’s Inside: An Innovative Approach to Learning and Teaching – Business Communication, 3/e, Cengage Learning.
2. Lesikar, R.V., Flatley M.E., Rentz, K., &Pande N. (2014), Business Communication: Making Connections in a Digital World, 11/e, McGraw Hill Education (India) Private Limited.

Reference Books

1. Pearson, J.C., Nelson, P.E., Titsworth S., & Harter, L. (2013), Human Communication, 4/e, McGraw Hill Education (India) Private Limited.
2. Dignen, B. & McMaster I. (2013), Communication for International Business: The Secrets of Excellent Interpersonal Skills , 4/e, HarperCollins Publishers.
3. Conger, J.A. (2013), HBR’s 10 Must Reads on Communication – Harvard Business School Publishing Corporation.
4. Monipally, M.M. (2013), Business Communication: From Principles to Practice, 1/e, McGraw Hill Education.

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Business and Legal Environment

Course Code: TDL 07

L-4, Credits -4

Objective: This course is intended to make students understand the legal aspects of business in terms of various acts that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Course Contents

Unit-I

Business Legislation: Indian Contract Act, 1872– Formation, Essential Elements, Performance and Discharge of Contract, Remedies for Breach of Contract, Overview of Special Contracts. Overview of Alternate Dispute Resolution Mechanisms; Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Endorsement of NI, Presentment of NI, Discharge of Parties, Liabilities of Banker and Dishonor of Negotiable Instruments like Hundis etc.

(3+15+12 Hours)

Unit II

Companies Act 2013 – Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus; Company Meetings; Concept of Independent Directors, Single Person Company, Company Directors and Managers; Duties of Directors; Appointment Remuneration and Allied matters; Company Secretary-Duties and Responsibilities; CSR Activities.

(3+15+12 Hours)

Unit -III

Investment Laws: Securities Exchange Board of India Act, 1992: Objective, Salient Features, Definition of Security, Securities Exchange Board of India- Composition, Powers and Functions; SEBI Guidelines-Pre-issue formalities-Disclosure Standards; Legal requirements; Operation of Clearing; Settlement and Depository system in Securities Transaction; SEBI Guidelines for Mutual Funds and Venture Capital.

(3+15+12 Hours)

Unit IV

Sales and Competition laws: Sales of Goods Act, 1930-Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Transfer of Ownership, Performance of a Contract of Sale, Rights of unpaid seller; Competition Act 2002: Objective, Anti- Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations,

Competition Commission of India –Composition, Duties Powers and Functions, Procedure for inquiry and investigation; Competition Appellate Tribunal; with recent orders.

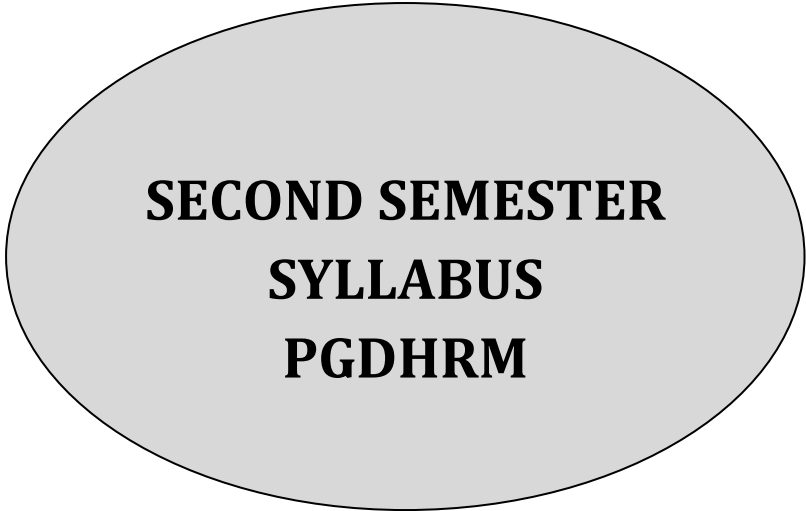
(3+15+12 Hours)

Text Books:

1. Daniel Albuquerque (2013), “Legal Aspects of Business”, Oxford University Press, New Delhi
2. K. R. Bulchandani (2014), “Business Law for Management,” 7/e, Himalaya Publishing House, MuMSi-400004 India.

Reference Books:

1. R.S.N.Pillai and Bagavathi (2011), “ Legal Aspects of Business”, S. Chand & Company Ltd, New Delhi
2. S.K. Kapoor (2013), “Law of Contract-I and Specific Relief Act”, 13/e., Central LawAgency, Allahabad-2, India.
3. N.V Pranjape (2014), “The New Company Law”, Central Law Agency, Allahabad, India.
4. Ravinder Kumar (2013), “Legal Aspects of Business”, 3/e, Cengage Learning India Pvt. Ltd.; Delhi.



**SECOND SEMESTER
SYLLABUS
PGDHRM**

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Management of Technology, Innovation and Change

Course Code: TDL 08

L-4, Credits-4

Objective: This course is designed to help students to understand the importance of managing technology, innovation and change at the micro and macro level.

Course Contents

Unit I

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, S- curve of Technology Evolution, Technology Strategy, Technological Planning and Forecasting, Technology Policy, Technology Generation and Development, Technology Acquisition and Absorption; Technology Transfer, Technology Exports and Joint Ventures. Global Trends in Technology Management.

(3+15+12 Hours)

Unit II

Change Management: Understanding the Nature, Importance, Forces, Types of Technological Change; Technology Transitions; Diagnosing Organizational Capability to Change: Process, Strategy, Structure, Systems and People; Building Culture and Climate for Change and Innovation, Innovative Firms, Role of Leadership.

(3+15+12 Hours)

Unit III

Innovations Management: Invention vs. Innovation; Types of Innovation, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Building, Managing and Sustaining Innovative Organizations; Case Studies on Innovation.

(3+15+12 Hours)

Unit IV

Creative and Lateral Thinking Management: Thinking, Creative Thinking, Myths about Creativity; Factors affecting Creativity; Creative Problem Solving: Approach and Process; MEET framework for Organizational Creativity; Managing Lateral Thinking.

(3+15+12 Hours)

Text Books:

1. Khurana V. K. and Saini A.K. (2017), Management of Technology and Innovation for Competitive Advantage, Ane Books, New Delhi.
2. Khalil, Tarek and Shankar, Ravi (2014), Management of Technology: The Key to Competitiveness and Wealth Creation, 2/e, McGraw Hill Education.

Reference Books:

1. Tushman, Michael L and Philip Anderson (2004), Managing Strategic Innovation and Change, 2/e, Oxford University Press.
2. Narayanan, V K. (2001), Managing Technology and Innovation for Competitive Advantage. Prentice Hall
3. Frederick Betz (2011), Managing Technological Innovation: Competitive Advantage from change, Third Edition, John Wiley & Sons, Inc., USA.

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Financial Management

Course Code: TDL 09

L-4, Credits-4

Objective: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm. Use of MS-Excel Functions and Formulas will be promoted amongst students for all topics given in the syllabus.

Course Contents:

Unit I

Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis.

(3+15+12 Hours)

Unit II

Planning for Sources of Finance (Domestic and International); Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT – EPS Analysis, Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.

(3+15+12 Hours)

Unit III

Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Introduction to Financial Analytics.

(3+15+12Hours)

Unit IV

Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Concept of Working Capital, Working Capital Approaches, Working Capital Estimations, Management of Cash (Various Theoretical Models), Inventories, Receivables, Marketable Securities and Account Payables.

(3+15+12Hours)

Text Books:

1. Van Horne, James, C, Sanjay Dhamija, (2012), Financial Management and Policy, 12/e, Pearson Education.
2. Pandey I.M (2015), Financial Management, 11/e, Vikas Publishing House Pvt Ltd, Delhi

Reference Books

1. Prasanna, Chandra (2015), Financial Management: Theory and Practice, 9/e, Tata McGraw Hill.
2. Jonathan Berk, Peter De Marzo, (2016), Financial Management, Pearson Education.
3. 3. Brigham. Eugene F. and Houston. Joel F.(2012), Fundamentals of Financial Management, 12/e , Cengage Learning India Pvt. Ltd.
4. Maheshwari, S.N. (2014), Financial Management – Principles & Practice, Sultan Chand & Sons

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Marketing Management

Course Code: TDL 10

L – 4, Credits – 4

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Contents

Unit I

Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Concept of Customer Value, Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. Over View of Competitive Marketing Strategies.

(3+15+12 Hours)

Unit II

Product and Pricing Decisions: Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle-Concept & Strategies; Packaging; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies.

(3+15+12 Hours)

Unit III

Promotion and Distribution Decisions: Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Integrated Marketing Communication, Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution.

(3+15+12 Hours)

Unit IV

Contemporary Marketing Trends and Issues: Rural Marketing, Social Marketing; Green Marketing; Digital Marketing; Ethical Issues in Marketing. Introduction to Marketing Analytics.

(3+15+12 Hours)

Text Books :

1. Kotler,P., Keller, K.L. (2015), Marketing Management, 15/e, Pearson Education.
2. Baines, P., Fill, C., Page, K., Sinha, P.K. (2013), Marketing: Asian Edition, Oxford University Press, New Delhi.

Reference Books:

1. Ramaswamy, V.S and Namakumari, S. (2013), Marketing Management: Global Perspective Indian Context, 5/e, McGraw Hill Education (India) Pvt Ltd, New Delhi
2. Lamb, C.W, Hair, J.F, Sharma D. &Mc Daniel C. (2012), Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi
3. Boone, Louis E. and Kurtz, David L. (2007), Principles of Marketing, 12/e, Cengage Learning India Pvt. Ltd.
4. Etzel, M., Walker, B., Stanton, W. and Pandit, A. (2010), Marketing Management, 14/e, McGraw Hill Education (India) Pvt Ltd, New Delhi.

Tecnia Institute of Advanced Studies-CDL

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Business Research

Course Code: TDL 11

L - 4, Credits - 4

Objective: The course aim at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Contents

Unit I

Introduction: Introduction to business research-types of research, process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses. Lab Work of around 4 hours.

(3+15+12 Hours)

Unit II

Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs-pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments-face and content, construct validity; Reliability of research instruments internal consistency procedures; Methods of data collection-primary and secondary sources; Attitudinal scales-Likert, Thurstone, Guttman scales; Questionnaire designing. Lab Work of around 4 hours .

(3+15+12 Hours)

Unit III

Sampling and Data Analysis: Concept, designs; Types of sampling designs- probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Data analysis-univariate, bivariate, multivariate; Hypothesis testing- concept, types of errors, steps in hypothesis testing.

(3+15+12 Hours)

Unit IV

Analytical Techniques: Parametric Vs Non-parametric tests, Anova, Correlation and Regression Analysis, Chi-square Test, Non-parametric Tests for Normality, Runs Test, Advanced data analysis techniques-basic concepts of factor analysis, discriminant analysis and Conjoint Analysis. Lab Work of around 4 hours.

(3+15+12 Hours)

Text Books

1. Chawla Deepak, SodhiNeena (2015), Research Methodology Concept and Cases, 2/e, Vikas Publishing House.
2. Malhotra K. Naresh, Dash Satyabhushan (2015), Marketing Research 7/e, Pearson Education Ltd.

Reference Books:

1. Cooper Donald, Schindler Pamela, Sharma J K (2012), Business Research Methods, 11/e, McGraw Hill Education
2. Bryman Alan, Bell Emma (2011), Business Research Methods, 3/e, Oxford University Press
3. Saunders Mark, Lewis Philip, Thornhill Adrian (2011), Research Method for Business Student, 5/e, Pearson Education.
4. Hair F. Joseph, Black C. William, Babin Barry J. Anderson E. Rolph (2015), Multivariate Data Analysis, 7/e, Pearson Education

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Operations Management

Course Code: TDL 12

L- 4, Credits-4

Objective: The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years. It is envisaged that students would gain a conceptual understanding of the subject and relate them to practical applications in real life situation.

Course Contents

Unit I

Introduction to Operations Management, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management.

(3+15+12 Hours)

Unit II

Product Development: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design.

(3+15+12 Hours)

Unit III

Demand Forecasting; Capacity Planning; Resources Planning; Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control.

(3+15+12 Hours)

Unit IV

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk) Total Quality Management (TQM), Introduction to Operations Analytics.

(3+15+12 Hours)

Text Books

1. Mahadevan B. (2015), Operations Management: Theory and Practice, 3/e, Pearson Education.
2. Chase, R.B, et. Al (2010), Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.

Reference Books

1. Gaither Norman and Frazier G. (2004), Operations Management, 9/e, Cengage Learning India Pvt.Ltd.
2. Chary, S.N and Paneerselvam R. (2009), Production and Operations Management, Tata McGraw Hill, New Delhi

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Human Resource Management

Course Code: TDL 13

L - 4, Credits -4

Course Objectives: The course shall enhance the understanding of varied practices and processes of managing human resources and understand their relevance and contribution in terms of not only organization, but the other employees working therein, and also the society at large.

Course Content

Unit I

Introduction to Human Resource Management: Concept of HRM, Nature, Scope, Functions, Models of HRM; Roles and Responsibilities of HR managers; Business and organizational restructuring and its implications for human resource management; The HRM and approaches to HRM; Competitive Challenges and HRM: Workforce Diversity, Managing Protean Careers, Moonlighting Phenomenon, Psychological Contract, developmental leadership, employee engagement.

(3+15+12 Hours)

Unit II

Strategy and Workforce Planning: Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Turnover and Absenteeism, Job Analysis, Job Design and Re-design: Job enlargement, Job Enrichment, Corporate strategy and human resource management; HRM and culture management. Managing HR after mergers and acquisitions.

(3+15+12 Hours)

Unit III

Expanding the Talent Pool: Recruitment, Selection, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Balance Scorecard(BSC), Idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step.

(3+15+12 Hours)

Unit IV

Contemporary Issues in HR – Strategic Human Resource Management, International Human Resource Management ,Wellness Programs Work Life Balance and Green HRM; Different working patterns (e.g. day work, shift systems, flexi-time, working at home, casual employment)Human Resource Information Systems and e-HR for the digital age. Competency mapping .Empowering managers through positive political skills, Mentorship, Introduction to Human Resource Analytics.

(3+15+12 Hours)

w.e.f. Academic Session 2018-19

Text Books

1. Dessler, G. & Varkkey B., (2015), Human Resource Management, 14/e, Pearson Education.
2. Denisi, A., Griffin, R. and Sarkar, A. (2014), HR, Cengage Learning (India Edition).

Reference Books

1. Torrington et al (2014), Human Resource Management 9/e, Pearson Education.
2. Lepak, D. & Gowan M. (2009), Human Resource Management, Pearson Education.
3. Ivancevich, J.M. (2014), Human Resource Management, 10/e, Tata McGraw Hill.
4. Byars, L.L. & Rue, L.W. (2014), Human Resource Management, 10/e, Tata McGraw Hill.

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E-Business

Course code: TDL 14

L-4, Credits: 4

Objective: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Course Contents

Unit I

Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, Ecommerce in India., Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

(3+15+12 Hours)

Unit II

Security Issues in e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure(PKI) for Security.

(3+15+12 Hours)

Unit III

Electronic Payment System: Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Credit & Debit cards, Charge cards, Smart cards, RuPay cards, E-Wallets, Infrastructure Issues in EPS, Electronic Fund Transfer.

(3+15+12 Hours)

Unit IV

E-Business: Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, Digital Commerce, Mobile Commerce: Concepts, Benefits and Models, Emerging Trends in Mobile Apps; Strategies for E-Commerce, Internet based Business Models; Legal and Ethical Issues of E-Commerce.

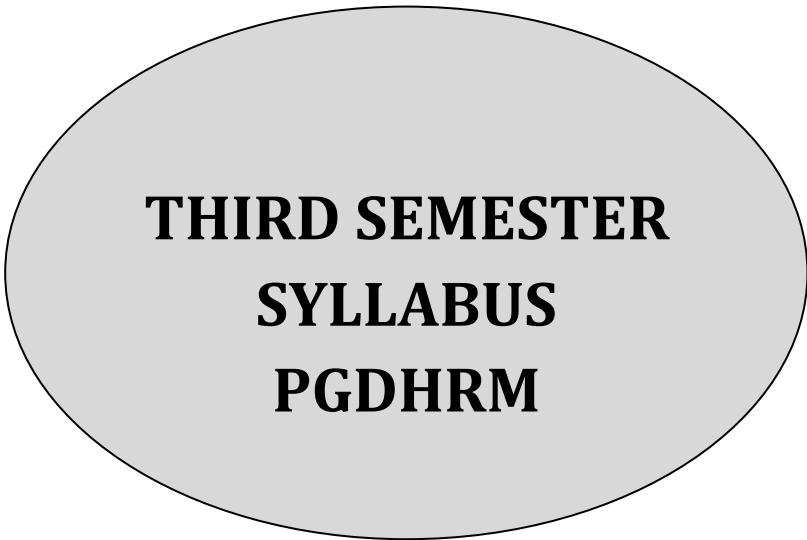
(3+15+12 Hours)

Text Books:

1. Dave Chaffey (2013), E-Business and E-Commerce Management- Strategy, Implementation and Practice, 5/e, Pearson Education.
2. Schneider, Gary P.(2012), Electronic Commerce Strategy Technology and Implementation, 9/e, Cengage Learning India Pvt. Ltd.

Reference Books:

1. Reynolds, Jonathan (2009), E-Business A Management Perspective, South Asian Edition, Oxford.
2. Elias M. Awad (2007), Electronic Commerce- From Vision to Fulfillment, 3/e, Prentice Hall of India.
3. Joseph, P.T. and S.J. (2013), E-Commerce – An Indian Perspective, 4/e, Prentice Hall of India.
4. Bharat Bhaskar (2014), Electronic Commerce- Framework, Technologies and Applications, 4/e, McGraw Hill.



**THIRD SEMESTER
SYLLABUS
PGDHRM**

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Management of International Business

Course Code: TDL 15

L- 4, Credits-4

Objective: The objective of this course is to enable the students to manage business when the Organizations are exposed to overseas environment.

Course Contents

Unit I

Introduction to International Business: Nature and Scope of International Business; E.P.R.G. Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Entry Barriers, Porters Diamond Model, Deming Eclectic OLI model and other models.

(3+15+12 Hours)

Unit II

Formulating & Implementing Global Strategy: International Competitive Advantage, International Strategic Alliances, Global Mergers and Acquisition, Organization Design & Structures.

(3+15+12Hours)

Unit III

Managing Globally: Cross-Cultural Management: Hofstede Study, Edward T Hall Study, Cultural Sensitization using sensitivity analysis, Global Marketing Management, Global Operations Management & Global Supply Chain Management, Global Human Resources Management, Aspects of Global Financial Management.

(3+15+12 Hours)

Unit IV

Broad Issues in Globalization: Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, International Negotiations and Cross-Cultural Communication, Globalization and the Internet, distinction between TNC and MNC, future of International Business and other emerging concepts.

(3+15+12 Hours)

Text Books

1. Daniels John, RadebaughLee , Sullivan Daniel, Salwan P. (2016), International Business, 15/e, Pearson Education
2. Holmes George, Luthans Fred &Doh Jonathan P, (2016), International Management:Culture, Strategy, and Behavior, 9/e, McGraw-Hill;

Reference Books

1. Charles W L Hills, Arun Kumar Jain (2014), International Business Competing in the Global Marketplace, McGraw Hill Education (India) Private Limited.
2. K Aswathappa (2014), International Business, Tata Mcgraw Hill.
3. Ball D.A, McCulloch, Jr. W.H, Geringer J.M, Minor M.S and McNett J.M (2013), International Business The Challenge of Global Competition, McGraw Hill Education (India) Private Limited.
4. Deresky (2013), International Management: Managing across borders and culture, Text and Cases, 8/e, Pearson Education.

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Information Systems Management

Course Code: TDL 16

L- 4, Credits-4

Objective: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

Course Contents

Unit I

Information Systems in Global Business; Global e-Business and collaboration; Information systems, organizations, and strategy; Ethical and social issues in information systems.

(3+15+12Hours)

Unit II

IT Infrastructure and Emerging Technologies; Foundations of business intelligence – databases and information management; Telecommunications, the Internet, and wireless technology; Securing information systems.

(3+15+12 Hours)

Unit III

Data, Information and Enterprise Applications: Introduction, data and information-measuring data, information as a resource, information in organizational functions, types of information technology, types of information systems- transaction processing systems- management information systems, Enterprise applications – operational excellence and customer intimacy; eCommerce – digital markets, digital goods; Managing knowledge; Decision making – business intelligence.

(3+15+12 Hours)

Unit IV

Business Process Integration with IT: Introduction, Business Process Integration- Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module, Building information systems – systems development and organizational change, business process redesign, tools for business process management; Project management – business value of information systems, managing project risk; Managing global systems.

(3+15+12 Hours)

Text Books

1. Kenneth Laudon and Jane Laudon (2016), Management Information Systems: Managing the Digital Firm, 14/e, Pearson Education.
2. James O'Brien, George Marakas and Ramesh Behl (2014), Management Information Systems, 10/e, McGraw Hill Education India, Delhi.

References Books

1. Ralph Stair and George Reynolds (2012), Information Systems, 10/e, Cengage Learning.
2. D.P.Goyal (2014), Management Information Systems: Managerial Perspectives, 4/e, Vikas Publishing House.
3. Haag, Stephen , (2012), Management Information Systems for the Information Age, 9/e, McGraw Hill Education India, Delhi
4. Sahil Raj, (2013), Management Information System, Pearson Education.

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Entrepreneurship Development

Course Code: TDL 17

L-4 Credits – 4

Objective: The course aims at instituting entrepreneurship skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur. It helps in grasping entrepreneurship, based on 3S Model i.e. Stimulate, Sustain and Support, so that a spirit of entrepreneurship can be inculcated among the student participants.

Course Contents

Unit I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; EDP Programs; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Manager Vs. Entrepreneur; Entrepreneur Vs. Entrepreneurship; Entrepreneur vs. Administrator.

(3+15+12 Hours)

Unit II

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Sources of Information; Criteria to Select a Product; Conducting Feasibility Studies; Marketing Feasibility, Technical Feasibility, Finance Feasibility, HR Feasibility etc; Business Plan Formulation; Format of Business Plan with Practical example; Project Report Preparation; Specimen of Project Report.

(3+15+12 Hours)

Unit III

Enterprise Launching Formalities : Definition of Small Scale as per MSME Act, 2006; Rationale; Objective; Scope; steps involved in starting enterprise; SME; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Role of SME in Economic Development of India; Project Planning and Scheduling using Networking Techniques of PERT/CPM; Methods of Project Appraisal.

(3+15+12 Hours)

Unit IV

Role of Support Institutions and Management of Small Business : Role of Director of Industries, DIC, DCMSME, SIDBI, Small Industries Development Corporation (SIDC), MSME (D-I), NSIC, NISBUED, State Financial Corporation (SFC); Functional areas application for Small Enterprises like Marketing Management issues; Production Management issues; Finance Management issues; Human Resource Management issues; Export Marketing.

(3+15+12 Hours)

Text Books

1. Donald F. & Dr. Kuratko, (2013), Entrepreneurship: Theory, Process and Practice, South Western Publication.
2. Sharma K.C, (2010), Entrepreneurship Development, Regal Publications, Delhi.

References Books

1. NathSuryakant (2012), Entrepreneurship Development and Small Scale Industries, Neha Publishers & Distributors, Delhi.
2. Charantimath (2013), Entrepreneurship Development and Small Business Enterprise Pearson Education.
3. Gupta S.L. & Mittal Arun (2012), Entrepreneurship Development, International Book House, Delhi.
4. TaingKalpana (2014), Entrepreneurship Theory and Practice, Anmol Publication Pvt. Ltd, Delhi.

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Compensation Management

Course Code: THR 01

L-3 Credits - 3

Objective: The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the Corporate Sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring compensation packages related systems, policies and strategies.

Course Contents

Unit I

Introduction to Compensation: Compensation Defined, Goals of Compensation System, Foundations of Compensation Management, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Compensation Structure- Indian Practices.

(3+15+12 Hours)

Unit II

Compensation for Employees: Wage Theories, Evolution of Modern Day Labor Force, Incentive Plans, ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market, Duality in Labor Market, Industry's Compensation Policy (micro-level) Compensation for Chief Executives and Other Employees: Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package.

(3+15+12 Hours)

Unit III

Job Evaluation : Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, Knowledge Based Compensation, Team Compensation, Competency Based Compensation.

(3+15+12 Hours)

Unit IV

Modern Techniques of Compensation: Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy, International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package. Case Studies.

(3+15+12 Hours)

Text Books

1. Henderson, R.I. (2009), Compensation Management in a Knowledge-based world 10/e. Pearson Education.
2. Deb, T. (2009), Compensation Management: Text and Cases Excel Books.

Reference Books

1. Singh, B.D. (2007), Compensation and Reward Management. Excel Books.
2. Gerhart, B. & Rynes, S.L. (2008), Compensation, Evidence, and Strategic Implications. Sage Publication.
3. Berger & Berger. (2008), The Compensation Handbook: A State-of -the -Art Guide to Compensation Strategy and Design. McGraw Hill.

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Industrial Relations and the Labour Laws

Course Code: THR 02

L-3, Credits-3

Objective: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels.

Course Content

Unit I

Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

(3+15+12 Hours)

Unit II

Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining Importance, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

(3+15+12 Hours)

Unit III

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961, Overview of these Acts Only.

(3+15+12 Hours)

Unit IV

Emerging Scenario of Industrial Relations: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

(3+15+12 Hours)

Text Books

1. Sinha, P.R.N. Sinha I. B. (2012), Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Blyton, P. & Turnbull, P. (2004), The Dynamics of Employee Relations. Palgrave Macmillan.

Reference Books

1. Ackers, P. & Wilkinson, A. (2003), Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
2. Padhi, P.K. (2010), Labor and Industrial Laws. Prentice Hall of India.
3. Singh, B.D. (2009), Industrial Relations: Emerging Paradigms. Excel Books.
4. Sen, R. (2009), Industrial Relations: Text and Cases. Macmillan India

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Training & Development Systems & Practices

Course Code: THR 03

L - 3, Credits - 3

Objective: This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in updating management skills pose issues of design and delivery and review of training requirements.

Course Contents

Unit I:

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Understanding, Learning, Training, Development and Education, Learning and Development Strategy, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures.

(3+15+12 Hours)

Unit II:

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Competency mapping and Gap Analysis, Training Content, Designing Training Content, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business.

(3+15+12 Hours)

Unit III:

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee Motivation, Reinforcement & Goal setting. Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

(3+15+12 Hours)

Unit IV:

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies used, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Career Succession Planning, Challenges in Career Management: On boarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

(3+15+12 Hours)

Text Books

1. Blanchard, P. N., Thacker, W. J., & Anand Ram, V. (2015), Effective Training: Systems, Strategies and Practices, Pearson India Ltd.
2. Goldstein, I.L. & Ford, J.K. (2009), Training in Organizations, Cengage Learning.

Reference Books

1. Raymond Noe, A. (2008), Employees Training and Development , McGraw Hill Publication.
2. O'Connor, Browner & Delaney (2003), Training for Organizations, Thompson Learning Press (now Cengage Learning).
3. Balakrishnan Lalitha, Ramachandran (2015), Training and Development, 1/e, Vijay Nicole Imprints Pvt. Ltd.
4. Robins P. S., (2015), Training Interpersonal Skills, 6/e, Pearson Education.

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Performance Management

Course Code: THR 04

L-3 Credits-3

Objective: The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

Course Contents

Unit I

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management.

(3+15+12 Hours)

Unit II

Planning and Implementation of Performance Management: Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics .

(3+15+12 Hours)

Unit III

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e-Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit.

(3+15+12 Hours)

Unit IV

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

(3+15+12 Hours)

Text Books

1. Agunis, H. (2013), Performance Management, 3/e, Pearson Education.
2. Kohli, A.S. & Deb, T. (2009), Performance Management. Oxford University Press, New Delhi.

Reference Books

1. Bagchi., S.N. (2010), Performance Management, Cengage Learning, New Delhi.
2. Smither, J.W. (2009), Performance Management: Putting Research into Practice, Wiley
3. Rao, T.V. (2008), Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications
4. Kandula, S.R.(2007), Performance Management. PHI of India, New Delhi

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Strategic & International Human Resource Management

Course Code: THR 05

L-3, Credits-3

Objective: The objective is to provide the students the competitive advantage by hiring and improving the skills, efficiency, and productivity through the process of procuring, allocating, assigning, providing training & development, performance appraisal, compensating for the effective utilization of human resources in the global environment.

Course Contents:

Unit-I

Introduction to SHRM : Definition, need and importance, evolution of SHRM, HRs New Role Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions.

(3+15+12 Hours)

Unit- II

HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Non -Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, Managing Workforce Diversity.

(3+15+12 Hours)

Unit- III

International Human Resource Management - Introduction to IHRM, Cultural foundations of IHRM-Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross - Cultural Problems, IHRM trends and Future Challenges.

(3+15+12 Hours)

Unit - IV

Global Human Resource Management Process - Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context.

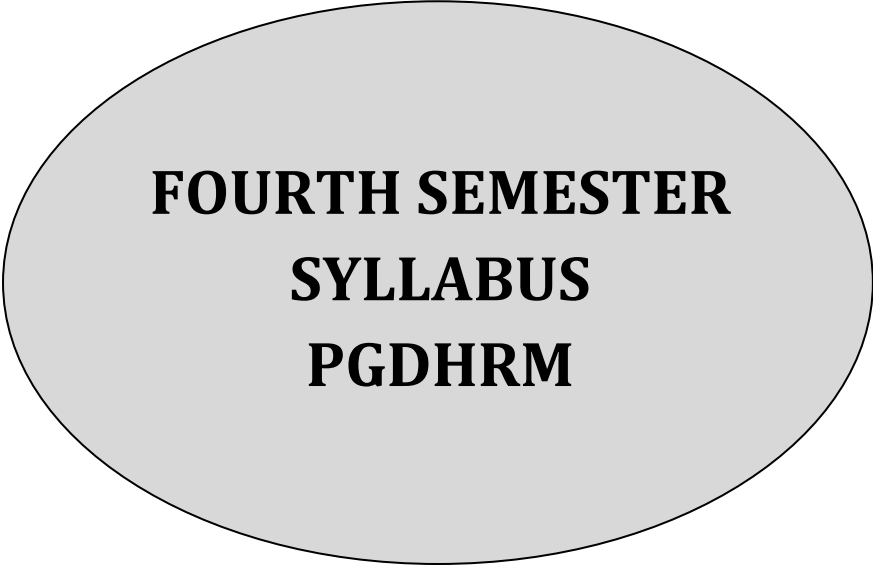
(3+15+12 Hours)

Text Books

1. Rees, C. & Edwards, T.(2010), International Human Resource Management, 2/e, Pearson Education.
2. Greer, C. (2008), Strategic Human Resource Management, Pearson Education.

References

1. Mello, J.A. (2011), Strategic Management of Human Resources, 3/e, Cengage Learning India Pvt. Ltd.
2. Dowling, P.J. & Welch, D.E. (2010), International Human Resource Management: Managing People in a Multinational Context, Cengage Learning India Pvt. Ltd.
3. Kandula S. R. (2009), Strategic Human Resource Development, Prentice Hall India.
4. Evans, P., Pucik, V. & Barsoux, J.L.(2010), The Global Challenge: Frameworks for International Human Resource Management, Tata McGraw Hill, Delhi.



**FOURTH SEMESTER
SYLLABUS
PGDHRM**

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Business Intelligence and Applications

Course Code: TDL 18

L- 4, Credits - 4

Objective: This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision-making.

Course Contents

Unit I

Business Intelligence and Business Decisions: Decision Support Systems; Group Decision support and Groupware Technologies, Expert Systems.

(3+15+12 Hours)

Unit II

Data Warehousing: - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture. Success factors of Data Warehousing.

(3+15+12 Hours)

Unit III

Data Mining and Knowledge Discovery: Phases of knowledge Discovery in Data Bases (KDD); Data Mining Techniques; Market Basket Analysis, Applications of Data Mining.

(3+15+12 Hours)

Unit IV

Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies, Emerging Issues in Business Intelligence.

(3+15+12 Hours)

Text Books

1. Efraim Turban, E. Aronson (2013), Decision Support and Business Intelligent Systems.9/e, Pearson Education.
2. Sam Anahory, Dennis Murray (2006), Data Warehousing in the Real World, Pearson Education.

Reference Books

1. Paulraj Ponniah (2003), Data Warehousing Fundamentals. John Wiley.
2. Fernandez, Irma Becerra (2008), Knowledge Management, 1/e, Pearson Education.
3. Panda, Tapan K (2008), Knowledge Management, 1/e, Excel Books, Delhi.
4. Dr. Sachin Kumar, KadambriAgarwal (2013), Data Mining and Data Warehousing, S.K. Kataria& Sons, Delhi.

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Strategic Management

Course Code: TDL 19

L- 4, Credit-4

Objective: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Contents

Unit I

Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance.

(3+15+12 Hours)

Unit II

Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

(3+15+12 Hours)

Unit III

Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies.

(3+15+12 Hours)

Unit IV

Strategy Implementation and Evaluation: Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

(3+15+12 Hours)

Text Books

1. Thomas L. Wheelen, J. David Hunger (2016), Concept in Strategic Management and Business Policy, Pearson Education.
2. Arthur, A, Thomson and Strickland, A. J. (2002), Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.

Reference Books

1. Kark Rajneesh (2008), *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena*, Penguin Books, India.
2. AzharKazmi (2004), *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi.
3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson, *Strategic Management: Competitiveness & Globalization, Concepts and Cases*, Addison Wesley.
4. Fred David (2015), *Strategic Management : A Competitive Advantage Approach, Concepts and Cases* , 15/e, Pearson Education.

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Corporate Social Responsibility, Human Values and Ethics

Course Code: TDL 20

L- 4, Credit-4

Objective: The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

Course Contents

Unit I

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics Values and ethics as drivers of Corporate Social responsibility (CSR): A Historical Perspective from Industrial Revolution to Social Activism; The Stakeholder theory of Firm ; CSR and the regulatory issues.

(3+15+12 Hours)

Unit II

Ethical Dilemma , Implications of failed corporate responsibilities: Worker rights and health, Technology and Privacy in the workplace , Human rights, Stockholders Right and Corporate Governance; Consumerism; Unethical Issues in Sales, Marketing , Advertising and Supply Chain ; Intellectual Property Rights, Corruption in Business and Administration, Building a value based Corporate Culture , Big Data : Ethical and Regulatory Framework.

(3+15+12Hours)

Unit III

Corporate Social Responsibility: Current CSR Practices of the Firms in India and Abroad, International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises , GRI, SA8000 Standard etc., BS / ISO Guideline on CSR Management (ISO-26000), Social Audit of Government Programs.

(3+15+12 Hours)

Unit IV

Sustainable Development: Challenges of Sustainable Development, Environmental Challenges as Business Opportunity, Kyoto Protocol and Clean Development Mechanism (CDM), managing environmental Quality, Green IT initiatives, emerging trends in Corporate Social Responsibility.

(3+15+12 Hours)

Text Books

1. Lawrence, A. T., and Weber, J. (2016). Business and society: Stakeholders, ethics, public policy. Tata McGraw-Hill Education.
2. Blowfield, M., & Murray, A. (2014). Corporate responsibility. Oxford University Press.

Reference Books

1. Hartman, L. P. and DesJardins J. (2013). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
2. Carroll, A., & Buchholtz, A. (2014). Business and society: Ethics, sustainability, and stakeholder management. Cengage Learning
3. Steneir J.F. and Steiner G.A. (2014) Business, Government and society: A Managerial Perspective Text and Cases McGraw-Hill Education.
4. Manuel G.Velasquez (2015), Business Ethics Concepts and Cases, Pearson Education.

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Organizational Development

Course Code: THR 06

L-3, Credits-3

Objectives: For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

Course Contents

Unit I

Organizational Development as a Profession and Field of Practice: Nature and Characteristics of Organization Development, Organization Development as an evolving field of Practice. Managing the Organization Development Process, Organizational Change Theories and Models, Organizational Change process, Values, Ethics and assumptions of OD, Role and Competencies of the OD practitioner.

(3+15+12 Hours)

Unit II

The Diagnostic Process and Introduction to OD Interventions: Diagnosis: At the Organization, Group and Individual Level. Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback. Designing Interventions, Characteristics of Effective Interventions, The Intervention Process.

(3+15+12 Hours)

Unit III

Organizational Development Interventions: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO.

(3+15+12 Hours)

Unit IV

Techno Structural and Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio-technical Systems, TQM and Quality Circles, Culture Change, Self – Designing Organizations, Learning Organizations, OD practitioners as Agents of Social Change, Future of OD in a VUCA World (Volatility, Uncertainty, Complexity, Ambiguity).

(3+15+12 Hours)

Text Books

1. Jones, B.B. & Brazzel, M (2014), The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives (2nd Edition), Wiley
2. Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change. Cengage Learning.

Reference Books

1. Brown, D.R. & Harvey, D. (2013). An Experiential Approach to Organization Development. Pearson Education.
2. Jones, G. R. (2010). Organizational Theory Design and Change. Pearson Education.
3. Srivastava, B. (2009). Organizational Design and Development- Concepts and Applications. Biztantra
4. Edward.D.H. (2007). The Road to Organic Growth", Tata McGraw Hill.
5. French, W., Cecil, H. Bell & Jr. (2007). Organizational Development. Pearson Education.

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Team Building in Organizations

Course Code: THR 07

L-3, Credits-3

Objective: This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to become effective team players.

Course Contents

Unit I

Workgroup Vs. Teams: Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioural Dynamics, 5 P's in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving.

(3+15+12 Hours)

Unit II

Interpersonal Competence & Team Effectiveness: Interpersonal process and conflict resolution, Team Effectiveness, How to motivate team members?, Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building.

(3+15+12 Hours)

Unit III

Communication and Creativity: Communicating in Teams, Fostering Team Creativity, Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming, Communicating Team Values and Ethics.

(3+15+12 Hours)

Unit IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;

Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams, Recent researches in Team Building.

(3+15+12 Hours)

Text Books

1. Dyer et al (2013), Team Building: Proven Strategies for Improving Team Performance, Jossey-Bass.
2. Frontiera, J., &Leidl, D. (2012), Team Turnarounds: A Playbook for Transforming Underperforming Teams, Jossey-Bass – A Wiley Imprint, USA.

Reference Books

1. HBR's 10 Must Reads on Teams (2013), Harvard Business Review Press.
2. Barner, R.W. & Barner, C.P. (2012), Building Better Teams: 70 Tools and Techniques for Strengthening Performance Within and Across Teams, John Wiley & sons.
3. Maginn, M. (2004), Making Teams Work : 24 Lessons for Working Together Successfully, McGraw Hill, Delhi.
4. Katzenbach, J.R. & Smith, D.K.(2006), The Wisdom of Teams: Creating the High-Performance Organization, Harper Business.

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Behaviour Testing & Counseling

Course Code: THR 08

L-3, Credits-3

Objective: This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in Behavior testing and counseling and a comprehensive learning of using various behavior tests in organizations and counseling skills to deal with employees.

Course Content

Unit I

Introduction to Behavior Testing- Behavior Testing, Introduction to the concepts of Freud, Adler, Cattell, and Jung, Types of Tests-Ability, Intelligence, Achievement, Interest, Attitude, Personality, Projective Tests. Observation and Interviews, Checklists and Rating Scales, Ethical Issues in Testing.

(3+15+12 Hours)

Unit II

Methodology of Assessment- Test Design and Construction, Test Administration and Scoring, Item Analysis and Test Standardization, Reliability and Validity.

(3+15+12 Hours)

Unit III

Practical Exposure to Psychological Tests: 16 PF/ Jungian Typology, Interpersonal Relationships Anxiety Test, Motivation Analysis Test, Thematic Apperception Test/Word Association Test.

(3+15+12 Hours)

Unit IV

Counseling- Introduction, Approaches, Goals, Process, Procedures, Counseling Skills, Changing Behavior through Counseling, Organizational Application of Counseling, Dealing with Problem Employees, Ethics in Counseling.

(3+15+12 Hours)

Text Books

1. Aiken, L.R. &Grith- Marnat, G. (2009), Psychological Testing and Assessment, Pearson Education.
2. Singh, K. (2012), Counseling Skills for Managers. PHI.

Reference Books

1. Samuel T. Gladding, (2015), *Counseling: A Comprehensive Profession*, 7/e, Pearson Education.
2. Kaplan, R. M. & Saccuzzo, D.P. (2009), *Psychological Testing: Principles, Applications, and Issues*. Cengage Learning India Pvt. Ltd.