

**USHA MARTIN UNIVERSITY
RANCHI**

CENTRE FOR DISTANCE AND ONLINE EDUCATION



PROGRAMME PROJECT REPORT

**MASTER OF BUSINESS ADMINISTRATION
(HUMAN RESOURCE MANAGEMENT)**

2026-27


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Introduction

The Master of Business Administration (MBA- Human Resource) is a globally recognized postgraduate degree program meticulously structured to cultivate advanced competencies in business management, entrepreneurial leadership, and organizational strategy. It is designed to equip students with the theoretical frameworks and applied skills essential for navigating complex business environments and leading institutions across diverse sectors.

Through a comprehensive curriculum that integrates classroom instruction, case studies, industry interface, and real-time project engagements, the program facilitates the holistic development of students. Emphasis is placed on critical thinking, strategic analysis, and leadership acumen, enabling learners to explore and refine their individual managerial styles and latent professional capabilities.

The MBA-Human Resource program further provides students with the opportunity to deepen their expertise in specialized domains of management while fostering robust professional networks. It prepares graduates to function as catalysts of change—capable of addressing multifaceted business challenges and contributing innovative, sustainable solutions within dynamic organizational contexts.

A. Programme's Mission and

Objectives Mission

Deliver accessible, flexible, and high-quality management education that empowers working professionals and distance learners to become effective leaders and decision-makers in a dynamic business environment.

Objectives

The MBA program at Usha Martin University is structured with a focus on holistic development and industry relevance. It is designed after carefully considering valuable inputs from key stakeholders, including students, alumni, parents, academicians, and industry professionals. The program aims to push learners beyond their comfort zones, enabling them to develop a deeper understanding of contemporary business challenges in both domestic and global contexts. Emphasizing the application of modern management techniques, the curriculum equips students to analyze and resolve strategic problems with efficiency and effectiveness. Additionally, the program fosters the acquisition of specialized knowledge and managerial competencies necessary for practicing high-quality business management in an increasingly globalized Indian economy.

B. Relevance of the Program with HEI's Mission and Goals

The vision and mission of HEI Usha Martin University are:

Vision

To provide value based education relevant for all, nurture local talent, support creation of excellence in teaching, learning and research, produce high quality innovative graduates and contribute towards sustainable development of the state.

Mission

The University shall strive to promote innovative strategies for seamless dissemination and creation of knowledge using latest techniques, available media and technologies so that its graduates acquire skills to get sustainable employment and contribute with a sense of service to national and global society.

To provide the best campus environment to the students and faculty with all facilities to nurture their interest.

The MBA- Human Resource program of Usha Martin University is committed to realizing the University's vision and mission by addressing student-centric concerns on priority and actively engaging with the local community through various social initiatives, including the NSS and the Alumni Association. The University fosters a culture of multidisciplinary and allied research, contributing to a dynamic and joyful learning environment. In alignment with the objective of inclusive education, the Online Learning (OL) mode of the MBA –HR program is designed to provide flexible learning opportunities for qualified individuals who are unable to pursue regular courses due to personal or professional commitments. This mode of learning serves as an effective alternative for working professionals and other aspirants seeking to enhance their knowledge and upgrade their skills. The program also caters to those requiring refresher courses, thereby promoting continuous learning and professional development among a broader spectrum of learners.

C. Nature of Prospective Target Group of Learners

Online Education at Usha Martin University (UMU) is specifically designed to cater to the needs of working professionals, business executives, government officials, academicians and entrepreneurs, who are unable to pursue a full-time MBA program due to professional or personal commitments. The Online MBA program provides a flexible and accessible platform for learners to enhance their managerial competencies and professional credentials without disrupting their existing responsibilities.

Candidates aspiring to enroll in the MBA-HR program through the Online Learning (OL) mode must have successfully completed a graduation degree in any discipline from a recognized university. This program offers an excellent opportunity for distance learners who are unable to attend regular classes, enabling them to pursue higher education and advance their careers at their own pace and convenience.

D. Relevance of Programme to be conducted in OL mode to acquire specific skills and competence

The MBA (Human Resource Management) programme offered in Online (OL) mode is designed to equip learners with the knowledge, skills, and competencies required to manage human resources effectively in a dynamic and technology-driven business environment. The programme focuses on developing core HR competencies such as talent acquisition, training and development, performance management, compensation management, and employee relations. It integrates modern tools like HR analytics, HRIS, and digital platforms to enable data-driven decision-making and efficient workforce management. The online mode provides flexibility and accessibility, making it suitable for working professionals and learners seeking self-paced education through e-content, recorded lectures, and interactive sessions. The curriculum

emphasizes industry-relevant skills through case studies, practical assignments, and real-world applications, enhancing employability. It also develops managerial and behavioural competencies such as leadership, communication, and conflict resolution. Additionally, the programme offers a global perspective by covering international HR practices and cross-cultural management. Overall, the MBA (HR) in OL mode prepares learners for diverse HR roles and supports continuous professional growth in the evolving corporate landscape.

Programme Outcomes (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for decision making using modern tools and techniques.
PO3	Ability to develop Value based Managerial Capabilities & Skills.
PO4	Ability to understand, analyses 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.

Programme Specific Outcomes

PSO1	Apply critical thinking and managerial skills to improve core functions of human resource management across diverse organizational settings.
PSO2	To identify and cater to the societal need.

E. Instructional Design

1. Programme Structure and Credit Framework

- The programme is structured in a **semester-based modular format** with defined credits aligned with **UGC norms and NEP 2020 guidelines**.
- Each course is divided into:
 - **Blocks → Units → Topics → Learning Activities**
- Credit distribution ensures a balance between:
 - Theory
 - Practical/Lab work
 - Projects and internships
- Provision for:
 - **Multiple entry-exit options (if applicable)**
 - **Credit transfer and accumulation (ABC framework)**

2. Learning Design Approach (Pedagogical Framework)

The instructional design follows a **learner-centric and outcome-based approach**, integrating:

- **Outcome-Based Education (OBE)**
 - Alignment of **Course Outcomes (COs), Programme Outcomes (POs), and PSOs**
- **Constructivist Learning Theory**
 - Encouraging active participation and knowledge construction

Combination of synchronous and asynchronous learning

3. Mode of Content Delivery

The programme adopts a **multi-mode digital delivery system**:

a) E-Content (Quadrant I: Digital Self-Learning Material)

- Developed as per **UGC-DEB guidelines**
- Features:
 - Simple and interactive language
 - Learning objectives at the beginning
 - In-text questions and summaries
 - Case studies or examples
 - Glossary and references

b. Interactive Video (Quadrant II: e-Tutorials / Video Lectures)

Video lectures enhance conceptual clarity and simulate classroom experience.

Types of Video Content:

- **Concept-based lectures** (theoretical explanations)
- **Demonstration videos** (coding, simulations, tools like Python, R)

Design Features:

- Duration: **5 Hours per 1 Credit Course which can be subsequently divided into blocks and units.**
- Chunking of topics for better retention
- Subtitles and transcripts for accessibility
- Use of:
 - Screen recording (for programming)
 - Simulation Tools (for algorithms, networks)
 - Real-life problem-solving demonstrations

Interactive Elements:

- In-video quizzes (pause-and-answer)
- Scenario-based questions

c. Quizzes and Assignments (Quadrant III: Assessment & Evaluation)

Continuous assessment ensures learning reinforcement and outcome achievement.

Types of Assessments:

A. Quizzes:

- MCQs, True/False, Match the Following
- Auto-graded through LMS
- Topic-wise and module-wise quizzes
- Timed assessments for self-evaluation

B. Assignments:

- Descriptive/problem-solving questions
- Programming assignments (C, C++, Python, Java)
- Case study analysis (e.g., cybersecurity breach case)
- Mini-projects (e.g., web development, data analytics)

C. Practical/Lab Work:

- Virtual lab assignments
- Simulation-based exercises
- Code submission and evaluation

Assessment Design Features:

- Aligned with **Bloom's Taxonomy**
- Rubric-based evaluation
- Feedback mechanism (automated + faculty)

D. Discussion Forums (Quadrant IV: Interaction & Collaboration)

Discussion forums promote **collaborative learning and academic engagement**.

Types of Forums:

- Course-wise discussion boards
- Topic-specific threads (e.g., AI, DBMS, Networks)
- Doubt-clearing forums
- Peer discussion groups

Key Features:

- Moderated by faculty/subject experts
- Encourages:
 - Question-answer interactions
 - Idea sharing and problem-solving
- Weekly discussion prompts
- Integration with LMS notifications

Engagement Strategies:

- Case-based discussions
- Group discussions and debates
- Problem-solving threads (coding/debugging help)

- Live doubt-clearing sessions
- Chat-based instant support

4. Teaching-Learning Strategies

A variety of instructional methods are used:

- **Synchronous Learning**
 - Live online lectures
 - Webinars and expert sessions
 - Virtual classrooms
- **Asynchronous Learning**
 - Recorded lectures
 - Discussion forums
 - Self-paced modules
- **Experiential Learning**
 - Case studies
 - Simulations
 - Industry-based projects
- **Collaborative Learning**
 - Group discussions
 - Peer learning activities
 - Team-based assignments

5. Learner Support Services

To ensure effectiveness of online learning:

- **Academic Support**
 - Faculty mentoring
 - Doubt-clearing sessions
 - Discussion boards
- **Technical Support**
 - LMS helpdesk
 - IT support team
- **Administrative Support**
 - Admission and examination helpdesk
- **Counselling Services**
 - Career guidance

6. Induction and Orientation Programme

- Orientation on:
 - LMS usage

- Online learning strategies
- Programme structure
- Awareness about:
 - Academic integrity
 - Digital etiquette

7. Feedback and Continuous Improvement

- Regular learner feedback surveys
- Course improvement cycles
- Faculty development programmes (FDPs)

The program is divided into four semesters and minimum credit requirement is 84 to get MBA –HR degree through OL mode from Usha Martin University. Minimum time period for acquiring MBA –Human Resource degree will be two years and maximum time (extended) period is four years.

Evaluation Scheme

Semester-I						
S.N.	Course Code	Course Name	Credit	Continuou s Assessmen t Marks	Term End Exam Marks	Gran d Total
				Max.Marks	Max.Ma rks	
1	MTMO-2101	Principles and Practices of Management	4	30	70	100
2	MTMO-2102	Managerial Economics	4	30	70	100
3	MTMO-2103	Accounting for Managers	4	30	70	100
4	MTMO-2104	Business Statistics	4	30	70	100
5	MTMO-2105	Communication for Management	4	30	70	100
Total			20	150	350	500

Semester-II						
S.N.	Course Code	Course Name	Credit	Continuou s Assessmen t Marks	Term End Exam Marks	Gran d Total
				Max Marks	Max Marks	
1	MTMO-2201	Entrepreneurship & SMEs Management	4	30	70	100
2	MTMO-2202	Business Environment	4	30	70	100
3	MTMO-2203	Research Methodology	4	30	70	100
4	MTMO-2204	Business Laws	4	30	70	100
5	MTMO-2205	Human Resource Management	4	30	70	100
Total			20	150	350	500
Note: The students taking an exit programme after securing 40 credits of the first semester shall be awarded Post Graduate Diploma in Business Management.						
Semester-III						
S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Gran d Total
				Max Marks	Max Marks	
1	MTMO-2301	Strategic Management	4	30	70	100
2	MTMO-2302	Organizational Behavior	4	30	70	100
3	Three courses from area of the specialization and specialization area will remain same in IIIrd and IV th Semester		4	30	70	100
4			4	30	70	100
5			4	30	70	100
Total			20	150	350	500

List of Human Resource Specialization courses to be opted in the III rd Semester		
1	MTMO-H 2301	Industrial Relations & Labour Enactments
2	MTMO-H 2302	Global HRM
3	MTMO-H 2303	Negotiation & Counseling
4	MTMO-H 2304	Employee Legislation
5	MTMO-H 2305	Human Resource Accounting
6	MTMO-H 2306	Human Resource Information System

Semester-IV						
S.N.	Course Code	Course Name	Credit	Continuous Assessment Marks	Term End Exam Marks	Grand Total
				Max. Marks	Max. Marks	
1	MTMO- 2401	Business Ethics and Corporate Governance	4	30	70	100
2	MTMO- 2402	Global Business Management	4	30	70	100
3	Three courses from area of the specialization and specialization area will remain same in IIIrd and IV th Semester		4	30	70	100
4			4	30	70	100
5			4	30	70	100
6	MTMO- 2491	Dissertation	4	0	100	100
Total			24	150	450	600

List of Specialization courses to be opted in the IV th semester		
1	MTMO-H 2401	Organization Development
2	MTMO-H 2402	Group and Team in Organization
3	MTMO-H 2403	Training and Development
4	MTMO-H 2304	Knowledge Management
5	MTMO-H 2305	Cross-cultural HR practices
6	MTMO-H 2306	HR Analytics

Note: The students will be awarded Master of Business Administration-Human Resource degree in the relevant specialization provided they secure 84 credits.

MOOCS

The University shall give flexibility in opting for MOOC (Massive Online Open Courses) by the students pertaining to the prescribed curriculum and also the credits earned in the MOOC courses may be dealt as part of the evaluation scheme as per UGC (Open and Distance Learning Programmes and Online Programmes) Regulations,2020.

Syllabi and Course Materials

Syllabi, PPR and self-learning materials are developed mostly by experienced faculty members of Usha Martin University in consultation with contents experts and the same will be forwarded to CIQA and BoS/Academic Council/ Executive Council for further suggestions and approval.

Semester-I

Course Name: Principles and Practices of Management

Course Code: MTMO-2101

Credits: 4

Course Objective: The main objective is to teach the students the main functions of management as they need a variety of skills to understand human behavior, communicate with people, motivate employees, adapt to changes, manage new technologies, etc.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1.	Apply fundamental principles of management theory to practical organizational situations.	Apply
2.	Analyze and differentiate the various functions of management and their interrelationships..	Analyze
3.	Examine and categorize individual, group, and organizational components of organizational behaviour.	Evaluate
4.	Demonstrate and apply effective skills related to work motivation and leadership in real-world contexts.	Apply
5.	Evaluate and design strategies highlighting the importance of group management in a dynamic and changing work environment	Create

Block:I Introduction

Unit: 1 Introduction: Meaning, Nature and Scope of Management, Management Approaches, Processes and Functions,

Unit: 2 Managerial Skills, Tasks and Responsibilities of a Professional Manager;

Unit: 3 Evolution of Management Thought, Taylor and Fayol' contribution to Management, Bureaucracy, Hawthorne Studies; Management thinkers,

Block:II Planning

Unit: 4 The Nature and Purpose of Planning, Management by Objectives, Strategies, Policies and Planning Premises. Forecasting.

Unit: 5 Decision Making; Organizing: Nature & Purpose of Organizing. Span of Management,

Unit: 6 Departmentation, Line/ Staff Authority & Responsibility, Effective Organizing & Organizational Culture, Organization Charts and Manuals.

Block: III Staffing

Unit: 7 Staffing: Definition, Nature and Purpose of Staffing

Unit: 8 Human Resource Management and Selection, Performance Appraisal and Career Strategy

Unit: 9 Manager and Organization Development: Managing Change, Organizational Conflicts.

Block: IV Leadership

Unit: 10 Leading: Managing and the Human Factor.

Unit: 11 Motivation: Meaning, Scope and Importance, Approaches, Motivation and Performance, Approaches for Improving Motivation, Quality of Work Life;

Unit: 12 Leadership: Definition, Ingredients, Approaches;

Unit: 13 Communication: Function, Process and Barriers to Communication;

Unit 14: Directing- Meaning, Nature and Scope, Direction and Supervision.

Block: V Controlling

Unit: 15 Controlling: Concept, the System and Process of Control, Control Techniques and IT, Productivity and Operations Control;

Unit: 16 Controlling Methods: Budgetary and non- budgetary, Overall and Preventive Control.

Unit: 17 The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control;

Unit 18: International Management: Towards a unified, global Management Theory.

References:

1. Koontz, Harold; Weihrich, Heinz; Cannice, Mark V.; *Essentials of Management: An International, Innovation and Leadership Perspective*; 11th Edition, McGraw Hill Education, New Delhi, 2023.
 2. Rao, V.S.P. & Hari Krishna, V.; *Management: Text and Cases*; Latest commonly used editions: 2019–2022 (Excel Books, New Delhi).
(Recent reprints are used in universities; exact latest year varies by print cycle.)
 3. Prasad, L. M.; *Principles and Practice of Management*; 11th Revised Edition, Sultan Chand & Sons, New Delhi, 2025.
 4. Jones, Gareth R. & George, Jennifer M.; *Contemporary Management* 10th/Latest Global Edition (McGraw-Hill Education, approx. 2022–2024).
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Course Name: Managerial Economics

Course Code: MTMO-2102

Credits: 4

Course Objective: The objective of this course is to enable the student to understand the different forms of markets. It is hoped that by the end of the course the student will be able to appreciate the subtle and the most fundamental issues involved in running the business.

Course Outcome: At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Explain the role and importance of managerial economics in business decision-making.	Explain
2.	Apply demand, supply, elasticity, and forecasting techniques in managerial situations.	Apply
3.	Analyze production and cost relationships for effective managerial planning and control.	Analyze
4.	Evaluate pricing and output decisions under different market structures.	Evaluate
5.	Create business strategies and managerial solutions using economic analysis and macroeconomic indicators.	Create

Block I: Foundations of Managerial Economics

Unit 1: Introduction to Economics and Managerial Economics

Meaning, nature, and scope of economics; Microeconomics and macroeconomics; Positive and normative economics; Nature and scope of managerial economics; Relationship of managerial economics with other disciplines; Role of managerial economics in business decision-making

Unit 2: Fundamental Economic Concepts for Managers

Opportunity cost; Incremental principle; Marginal analysis; Time perspective principle; Discounting principle; Equi-marginal principle; Risk and uncertainty in business decisions

Unit 3: Role of Managerial Economist and Business Decision-Making

Functions and responsibilities of managerial economist; Decision-making process in business organizations; Economic analysis and business strategy; Profit maximization versus wealth maximization; Ethical considerations in managerial decisions; Business case discussions

Block II: Demand Analysis and Forecasting

Unit 4: Demand Analysis and Consumer Behavior

Meaning and determinants of demand; Law of demand; Demand schedule and demand curve; Exceptions to the law of demand; Consumer preferences and utility analysis; Indifference curve analysis; Consumer equilibrium; Business applications of consumer behavior

Unit 5: Elasticity of Demand and Supply

Meaning and types of elasticity of demand; Price elasticity, income elasticity, and cross

elasticity; Measurement of elasticity; Elasticity of supply; Importance of elasticity in managerial decision-making; Pricing and output decisions using elasticity concepts; Numerical problems and business applications

Unit 6: Demand Forecasting and Revenue Analysis

Meaning and significance of demand forecasting; Objectives of forecasting; Methods of demand forecasting including survey methods, statistical methods, and trend analysis; Revenue concepts including total revenue, average revenue, and marginal revenue; Relationship between revenue and elasticity; Forecasting case studies

Block III: Production and Cost Analysis

Unit 7: Production Function and Laws of Production

Meaning and production function; Short-run and long-run production function; Law of variable proportions; Laws of returns to scale; Isoquants and iso-cost curves; Producer equilibrium; Managerial applications of production analysis

Unit 8: Cost Concepts and Cost Behavior

Meaning and importance of cost analysis; Types of costs including fixed cost, variable cost, semi-variable cost, opportunity cost, and sunk cost; Short-run and long-run cost analysis; Traditional and modern cost theories; Economies and diseconomies of scale

Unit 9: Break-Even Analysis and Profit Planning

Meaning and significance of break-even analysis; Break-even point calculation; Contribution analysis; Margin of safety; Profit-volume relationship; Cost-volume-profit analysis; Managerial uses of break-even analysis; Practical business applications

Block IV: Market Structure and Pricing Decisions

Unit 10: Market Structure and Perfect Competition

Meaning and classification of markets; Characteristics of perfect competition; Price and output determination under perfect competition; Firm equilibrium; Advantages and limitations of perfect competition

Unit 11: Monopoly and Monopolistic Competition

Features of monopoly; Price and output determination under monopoly; Price discrimination; Features of monopolistic competition; Product differentiation and selling costs; Pricing strategies in monopolistic competition

Unit 12: Oligopoly and Pricing Strategies

Features of oligopoly; Kinked demand curve model; Cournot's model; Prisoner's dilemma; Price leadership; Collusive and non-collusive oligopoly; Modern pricing strategies including cost-plus pricing, penetration pricing, skimming pricing, and transfer pricing; Game theory applications in business

Block V: Macroeconomic Environment and Business

Unit 13: National Income and Business Environment

Meaning and concepts of national income; Methods of measuring national income; Circular flow of income; GDP, GNP, NNP, and personal income; Importance of national income in business analysis

Unit 14: Inflation, Monetary Policy, and Fiscal Policy

Meaning and types of inflation; Causes and effects of inflation; Inflation and business decisions; Monetary policy and business implications; Fiscal policy and taxation; Interest rates and investment decisions

Unit 15: Business Cycles and Economic Environment

Meaning and phases of business cycles; Causes of business cycles; Economic indicators; Business forecasting and economic trends; Globalization and business environment; Government policies and business strategy; Current economic issues and business implications

References:

1. Dwivedi, D. N. – Managerial Economics, Vikas Publishing House.
 2. Geetika, Piyali Ghosh & Purba Roy Choudhury – Managerial Economics, McGraw Hill.
 3. Dominick Salvatore – Managerial Economics in a Global Economy.
 4. Christopher Thomas & S. Charles Maurice – Managerial Economics: Foundations of Business Analysis and Strategy.
 5. Hirschey, Mark – Managerial Economics.
 6. Petersen & Lewis – Managerial Economics.
 7. Mehta, P. L. – Managerial Economics, Sultan Chand & Sons.
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Course Name: Accounting For Managers

Course Code: MTMO-2103

Credits: 4

Course Objective: The main objective of this course is to make the students familiar with fundamental concepts and process of accounting, significant tools & techniques of financial analysis which form an important part of management planning & financial control system and help the management in resolving problems effectively.

Course Outcome: At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Analyze various concepts related to Indian and international accounting.	Analyze
2.	Apply costing techniques to compute the cost of products or services.	Apply
3.	Apply various costing methods in manufacturing and non-manufacturing contexts.	Apply
4.	Evaluate make-or-buy decisions for specific inputs.	Evaluate
5.	Evaluate and design budgetary and financial statements.	Create

Block I: Accounting Framework I (Introduction to Accounting)

Unit 1: Introduction, Nature, scope and importance of Accounting, Book Keeping,

Unit 2: Accounting Process, Users of an Accounting information and their needs,

Unit 3: Accounting Equation, Role and Responsibilities of an Accountant; GAAP and Accounting Standards-Indian and international.

Block II: Accounting Framework II (Accounting Books and Final

Accounts) Unit 4: Preparation of Journal, Ledger, Trial balance,

Unit 5: Cash book & other subsidiary books,

Unit 6: Preparation of Trading, Profit & Loss A/c and balance Sheet (with adjustments),

Unit 7: Depreciation Accounting and

Unit 8: Preparation of BRS.

Block III: Cost Accounting

Unit 9: Meaning, importance of Cost Accounting,

Unit 10: Elements and classification of costs and Preparation cost sheet,

Unit 11: Inventory valuation.

Block IV: Management Accounting

Unit 12: Meaning, importance of Management Accounting,

Unit 13: Budgeting & Budgetary Control;

Unit 14: Preparation of Fixed & Flexible budget, Zero Based Budgeting.

Block V: Financial Statements Analysis

Unit 15: Meaning, importance of financial statement,

Unit 16: Ratio Analysis,

Unit 17: Preparation and Analysis of Fund Flow

Unit 18: Cash Flow Statements according to AS-3.

References:

1. Gupta, Shashi K. & Sharma, R. K.; *Accounting for Managerial Decisions* (Kalyani Publications, Ludhiana); Latest Edition, 2024
 2. Tulsian, P. C; *Financial Accounting* (Tata McGraw Hill / McGraw Hill Education, New Delhi)
Latest commonly used editions: approx. 2016–2022 (revised editions & reprints in circulation)
 3. Shukla, S. M.; *Advanced Accounting* (Sahitya Bhawan Publications, Agra)
Latest revised editions available (regularly updated as per Companies Act & syllabus requirements; widely used recent prints 2018–2024)
 4. Ramachandran, N. & Kakani, R. K.; *Financial Accounting for Management* (McGraw Hill Education, New Delhi); 6th Edition, 2025 (latest edition)
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Course Name: Business Statistics

Course Code: MTMO-2104

Credits: 4

Course Objective: To a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces a highly complex problem to one of manageable dimensions. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

Course Outcome: At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Demonstrate an understanding of the decision making process under uncertainty using statistical tools.	Discuss
2.	Apply correlation and regression analysis and their importance in decision making.	Apply
3.	Analyze Apply the concept of time series in business decision making.	Analyze
4.	Demonstrate an understanding of probability and probability distributions.	Apply
5.	Design and apply the application of Estimation Theory and Hypothesis Testing in business decision making.	Create

Block I: Introduction

Unit 1: Meaning and definitions of Statistical Data; Applications of Statistics in Managerial decision- making;

Unit 2: Frequency Distributions; Measures of Central Tendency: Mean, Median, Mode and their implications;

Unit 3: Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

Block II: Correlation and Regression

Unit 4: Meaning and uses of correlation

Unit 5: Meaning and uses of regression.

Unit 6: Various methods of calculation of Coefficient of correlation and their analysis (Two Variable)

Unit 7: Regression analysis.

Block III: Analysis of Time Series

Unit 8: Concept of Time Series analysis, Additive and Multiplicative model

Unit 9: Seasonal Variation and Cyclical Variation

Unit 10: Various methods of Time Series Analysis and their applications in business.

Block IV: Probability

Unit 11: Concept of probability and its uses in business decision-making

Unit 12: Addition and multiplication theorem of probability and Binomial theorem

Unit 13: Probability Distribution: Concept and applications of Binomial, Poisson and Normal Distributions.

Block-V: Estimation Theory and Hypothesis Testing

Unit 14: Sampling theory

Unit 15: Estimation Theory and Hypothesis Testing

Unit 16: t-test and Z-test

Unit 17: F-test and ANOVA

Unit 18: Chi-Square test.

Text and Reference Books:

1. Sharma, J. P.; *Business Statistics* (Pearson / Vikas Publishing); 5th Edition, 2020
 2. Levin, Richard I. & Rubin, David S.; *Statistics for Management* (Pearson Education)
8th / Latest commonly used edition, approx. 2017–2021 (reprints in circulation);
(*Widely prescribed globally; latest Indian reprints vary by year.*)
 3. Beri, G. C.; *Statistics for Management / Business Statistics* (Tata McGraw-Hill / McGraw Hill Education); 3rd Edition, 2009 (latest major edition; reprints continue)
 4. Gupta, S. P.; *Statistical Methods* (Sultan Chand & Sons); Latest Revised Edition, 2021
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Course Name: Communication For Management

Course Code: MTMO-2105

Credits: 4

Course Objective: The objective of this course is to equip students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment.

Course Outcome: At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Discuss basic forms of communication & various communication models.	Discuss
2.	Discuss and evaluate verbal and non-verbal communication ability through presentations.	Evaluate
3.	Explore and analyze various forms of modern communication in business communications.	Analyze
4.	Able to identify and apply appropriate methods of report writing	Apply
5.	Able to design various tools of organizational Communication as per the requirement	Create

Block I: Introducing Business Communication

Unit 1: Basic forms of communication; Self Development and Communication Development of positive personal attitude

Unit:2 Communication models and processes

Unit 3: Audience analysis Principles of effective communication, formal and informal communication networks, Grapevine, miscommunication (barriers).

Block II: Effective listening

Unit 4: Principles of effective listening; Factors affecting listening exercise;

Unit 5: Oral, written and video sessions.

Unit 6: Modern forms of communicating:

Unit 7: Fax: E-Mail; Video conferencing etc. nonverbal aspects of communication, Kinesics, Proxemics, Para language, sign language.

Block III: Writing skills

Unit 8: Planning business message; rewriting and editing; the first draft; reconstructing the final draft. **Unit 9: Business** letters; Appearance of request letters; Good news and bad news letters; Persuasive letters;

Unit 10: Sales letters; Collection letters; Office memorandum, notice and circular.

Unit 11: Writing resume and letter of application.

Block IV: Report writing

Unit 12: Introduction to a proposal, short report and formal report, report preparation,

Unit 13: Sales presentation, training presentation,

Unit 14: Conducting surveys, speeches to motivate.

Block V: Practices in business communication

Unit 15: Group discussions; Mock interviews; Seminars; Effective listening exercises;

Unit 16: Individual and group presentations, Oral presentation:

Unit 17: Principles of oral presentation, Factors affecting presentation,

Unit 18: Interviewing skills: Appearing in interviews; conducting interviews

References:

1. Bovee & Thill – *Business Communication Today*; Publication Year: 2025 (16th Edition, Pearson)
 2. Ronald E. Dulek & John S. Fielder – *Principles of Business Communication*;
 3. Randall E. Magors – *Business Communication*
 4. Balasubramanyam – *Business Communication* (Vikas Publishing House)
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Semester-II

Course Name: Entrepreneurship And SMES Management

Course Code: MTMO-2201

Credits: 4

Course objectives: The main objectives of the course are to familiarize students with various concepts used in understanding processes involved in entrepreneurship and business formation and development. Provide context to those processes in the form of differences between small and large firms, and the economic environment.

Course Outcome: At the end of the course student would be able to:

S.No.	Course Outcomes	Cognitive level
1.	Able to explain fundamentals of entrepreneurship and entrepreneurial process.	Discuss
2.	Present and evaluate various theories of entrepreneurship.	Evaluate
3.	Design different business plans	Create
4.	Describe the MSME registration process and MSME promotional policies.	Apply
5.	Evaluate various concepts related to International Business.	Evaluate

Block I: Entrepreneurship: A Conceptual Framework

Unit 1: Introduction: Concept of Entrepreneurship; Role of entrepreneurship in economic Development; **Unit 2:** Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Intrapreneurship.

Unit 3: Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process;

Unit 4: Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

Block II: Entrepreneurial Growth:

Unit 5: Role of Entrepreneurship in Economic Development, Entrepreneurial Theories; Factors affecting entrepreneurial growth

Unit 6: Entrepreneurial Challenges; New Product

Unit 7: Development and Growth Strategies for Entrepreneurial ventures.

Block III: New Ventures Planning

Unit 8: Ownership Structures; Acquisition; Franchising, Marketing plan,

Unit 9: Marketing research, Marketing Mix; Business Plan-benefits of drivers

Unit 10: Perspectives in business plan preparation, elements of a business plan.

Block IV: MSME Registration and Promotion

Unit 10: MSME registration, MUDRA Loan, Start-up India.

Unit 11: Make In India, Institutional Finance to Entrepreneurs

Unit 12: MSME and Economic Development,

Unit 13: Institutional Support for Small Enterprises.

Block V: International Entrepreneurship:

Unit 14: Export Business Registration, Intellectual Property Protection- Patents,

Unit 15: Trademarks and Copyrights – importance for start-ups,

Unit 16: Legal acts governing business in India;

Unit 17: International entrepreneurship- opportunities and challenges,

Unit 18: Export Documentation in India.

References:

1. Drucker, Peter. *Innovation and Entrepreneurship*. East-West Press (P) Ltd; 2010
 2. Holt, David H. *Entrepreneurship: New Venture Creation*. Prentice Hall; 2017 (Pearson/Prentice Hall updated edition)
 3. Hisrich, Robert D. & Peters, Michael P. *Entrepreneurship: Starting, Developing and Managing a New Enterprise*; 2020 (11th Edition)
 4. Desai, Vasant. *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House; 2018 Himalaya publications
 5. Gupta, C.B. & Srinivasan. *Entrepreneurial Development in India*. Sultan Chand; 2020
 6. Pareek, Udai & Venkateswara Rao, T. *Developing Entrepreneurship: A Handbook on Learning Systems*; 2011
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Course Name: Business Environment

Course Code: MTMO-2202

Credits: 4

Course Objective:

To analyze the overall business environment and evaluate its various components in business decision making.

Course Outcome: At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Able to discuss various environmental factors that affect business.	Discuss
2	Diagnose impact of various governmental policies on Business.	Analyze
3	Evaluate impact of socio-cultural environment on Business.	Evaluate
4	Discuss impact of political-legal environment on Business.	Evaluate
5	Design role of multilateral institutions in facilitating world trade.	Create

Block I: Theoretical Framework of Business Environment

Unit 1: Concept, Significance, of Business Environment

Unit 2: Nature, Elements & Dimensions;

Unit 3: Environmental Scanning and Monitoring.

Block II: Economic Environment of Business

Unit 4: Significance and Elements; Economic Systems; Economic planning in India; Government Policies- Industrial,

Unit 5: Fiscal, Monetary, EXIM; Public Sector and economic development; Development banks and its relevance to Indian business;

Unit 6: Economic Reforms, Liberalization and structural adjustment programmes;

Unit 7: Regulation of Financial Markets, SEBI.

Block III: Political and Legal Environment of Business

Unit 8: Critical elements; Government and business;

Unit 9: Changing dimensions of political and legal environment in India;

Unit 10: MRTP Act, Competition Act, FEMA and licensing policy

Unit 11: Consumer Protection Act.

Block IV: Socio-cultural Environment

Unit 12: Social institutions, systems, values, attitudes, groups, etc;

Unit 13: Dualism in Indian society and problems of uneven income distribution;

Unit 14: Rural sector in India; Social Responsibility of Business; Consumerism in India.

Block V: International and Technological Environment

Unit 15: Multinational Corporations; Foreign collaborations and Indian business; NRIs and Corporate sector

Unit 16: International Economic Institutions- WTO, World Bank, IMF and their importance to India; Foreign trade Policies;

Unit 17: Impact of Rupee devaluation; Technological environment in India; Policy on research and development

Unit 18: Intellectual Property Rights; Technology transfer.

References:

1. Adhikari, M. – *Economic Environment of Business*, Sultan Chand & Sons; 2012 (13th revised edition)
 2. Alagh, Yoginder K. – *Indian Development: Planning and Policy*, Vikas Publishing House; 2014
 3. Aswathappa, K. – *Legal Environment of Business*, Himalaya Publishing House; 2021
 4. Chakravarty, S. – *Development Planning*, Oxford University Press; 2016
 5. Ghosh, Biswanath – *Economic Environment of Business*, Vikas Publishing, New Delhi; 2019)
 6. Government of India – *Economic Survey; 2024–25*
 7. Raj Agarwal & Parag Diwan – *Business Environment*, Excel Books; 2018
 8. Cherunilam, Francis – *Business Environment*, Macmillan; 2020
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Course Name: Research Methodology

Course Code: MTMO-2203

Credits: 4

Course Objectives: The objectives of this course are-
To familiarize students with basic of research, research process and enable the participants in conducting research work and formulating research synopsis and report.

Course Outcome: At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Explain various concepts related to Research.	Discuss
2	Evaluate various kinds of research design & process	Evaluate
3	Develop adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis.	Apply
4	Analyze various techniques of data analysis-and hypothesis testing procedures.	Analyze
5	Articulate and design appropriate research ethics for doing meaningful research.	Create

Block I: Research Formulation

Unit 1: Introduction, meaning of research,

Unit 2: Types, Role of research in important area and Process of Research,

Unit 3: Defining research Problems, Hypothesis Formulation.

Block II: Research Elaborated

Unit 4: Research Design, Research plan,

Unit 5: Concept of sample, Sample size, Various types of sampling techniques. **Unit 6:** Types of Data and Methods of its Collection;

Questionnaire Design, **Unit 7:** Precautions in preparation of questionnaire, Measurement scales.

Block III: Data Analysis and Interpretation-1

Unit 8: Processing and Analysis of Data by application of statistical tools,

Unit 9: Various kinds of charts and diagrams used in data analyses

Unit 10: Application of Data Analysis.

Block IV: Data Analysis and Interpretation-2

Unit 11: Hypothesis Testing (F-test, ANOVA, Chi –square test, t-test) ,

Unit 12: Multivariate Statistical techniques- Multiple regression, discriminate analysis,

Unit 13: Factor analysis, Multivariate analysis of variance,

Unit 14: Conjoint analysis, Cluster analysis, Multidimensional Scaling, Role of computer in research, Excel- A tool for statistical analysis, SPSS, Interpretation and conclusion.

Block V: Report Writing

Unit 15: Report Writing, Significance of report writing, Steps in report writing,

Unit 16: Layout of research report, Types of reports; Appendices;

Unit 17: Bibliography, Characteristics of a good report; Precautions for report writing

Unit 18: Ethics in business research.

References:

- 1.Kothari CR- Research Methodology, New Age Publication
 - 2.Panneerselvam R- Research Methodology (PHI)
 - 3.Cooper, Donald, Schindler, Pamela- Business Research (TMH)
 - 4.Bill Taylor, Gautam Sinha, Taposh Ghoshal- Research Methodology (PHI)
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Course Name: Business Laws

Course Code: MTMO-2204

Credits: 4

Course Objective: To acquire knowledge and understanding of major business, commercial and economic laws. The aim of this course is not just to teach Legal Regulatory framework, but to develop students in such a way that they equip with appropriate skills in legal requirements for managing business.

Course Outcome: At the end of the course student would be able to;

S. No.	Course Outcomes	Cognitive level
1	Elaborate clear understanding for contracts and subsequently enter valid business propositions	Discuss
2	Analyze legitimate rights and obligations under sale of goods Act, 1930.	Analyze
3	Evaluate various legitimate rights and obligations under Negotiable Instrument Act	Evaluate
4	Apply skills to initiate entrepreneurial ventures as LLP or other new form of organization which are widely used across the globe	Apply
5	Exhibit insights of various company proceedings through Companies Act-1956 & Company Act-2013	Apply

Block I: Contract Act, 1872

Unit 1: Definition & Classification of Contract, Essential elements of a Valid Contract,

Unit 2: Quasi Contract – Various Forms,

Unit 3: Contingent contract,

Unit 4: Discharge & Breach of Contract, Remedies of breach of contract.

Block II: Sales of Goods Act, 1930

Unit 5: Contract of sale of Goods-Meaning, Essentials, etc.

Unit 6: Provisions relating to Conditions and Warranties, Provisions relating to Transfer of Property **Unit 7:** Ownership, Provisions relating to Performance of Contract of Sale- Rights and duties of Unpaid Seller and Buyer.

Block III: The Negotiable Instruments Act, 1881

Unit 8: Negotiable Instruments- Meaning, Characteristics, Types, Parties- Holder and Holder in Due Course;

Unit 9: Negotiation and types of endorsements, Dishonour of Negotiable Instruments and Overdue Instrument,

Unit 10: Banker and Customer- Crossing of Cheques, Obligations of a Banker & a Customer, Bouncing of Cheques, Liabilities of parties.

Block IV: Partnership Act, 1932

Unit 11: Definition, Formation, Types and Registration of Partnership,

Unit 12: Kinds, Rights and liabilities of Partners, Minor's Status in Partnership Firm,

Unit 13: Dissolution of Partnership Firm.

Block V: The Companies Act, 1956 & 2013

Unit 14: Company- Definition, Meaning, Features and Types,

Unit 15: Incorporation of a Company- Memorandum & Articles of Association and their Alteration;

Unit 16: Prospectus, Management of company- Directors and Meetings,

Unit 17: Share Capital-Account and Audit,

Unit 18: Winding up of companies.

References:

1. Kuchhal, M.C. – *Business Law*, Vikas Publishing House, New Delhi; 2024
 2. Tulsian, P.C. – *Business Law*, Tata McGraw-Hill, New Delhi; 2019
 3. Kuchhal, M.C. – *Mercantile Law*, Vikas Publishing House, New Delhi; 2013
 4. Singh, Avtar – *Mercantile Law*, Eastern Book Company, Lucknow; 2022
 5. Kapoor, N.D. – *Elements of Mercantile Law*, Sultan Chand & Sons, Delhi; 2024 (39th revised edition)
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Course Name: Human Resource Management

Course Code: MTMO-2205

Credits: 4

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Discuss HRM and explain the role of HRM in effective business administration.	Explain
2	Apply HR tools such as job analysis, job description, and performance appraisal techniques to practical scenarios.	Apply
3	Analyze the relationship between organizational behavior, employee motivation, and HR strategies to solve workforce issues.	Analyze
4	Evaluate the effectiveness of T&D strategies, compensation structures, and industrial relations policies.	Evaluate
5	Develop comprehensive HR strategies for recruitment, retention, and development within a competitive business environment	Create

Block I: Introduction:

Unit 1: Conceptual foundations; Human aspect of management;

Human resource Management- concept, scope and importance;

Unit 2: Competencies of HR manager- employer branding and competency mapping;

Unit 3: Changing role of HRM- workforce diversity, Technological change, restructuring and rightsizing, empowerment; TQM.

Unit 4: Management of ethics.

Block II: Human Resource Planning, Job Analysis, and Job Design:

Unit 5: Assessing human resource requirements; Human resource forecasting;

Unit 6: Work load analysis; Job analysis; Job description and specifications;

Unit 7: Job design; Job characteristic approach to job design.

Block III- Recruitment, Selection, Training, and Development:

Unit 8: Factors affecting recruitment; Sources of recruitment (internal and external);

Unit 9: Basic selection model; Psychological tests for selection; Interviewing; Placement and induction;

Unit 10: Job changes- Transfers, Promotions, and Separations;

Unit 11: An overview of training and development; Emerging trends in recruitment, selection, and development.

Block IV- Compensation Management, Performance Appraisal, and Audit:

Unit 12: Compensation Management- Job evaluation, base compensation and supplementary compensation;

Unit 13: Innovations in compensation management- Pay band system, ESOP; Performance appraisal-

concept, traditional and modern methods-

Unit 14: MBO, 360degree appraisal, 720degree appraisal, behaviourally anchored rating scale, balanced scorecard; Potential appraisal.

Block V- Emerging Horizons of HRM

Unit 15: International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System);

Unit 16: Human resource audit;

Unit 17: Contemporary issues in human resource management

Unit 18: Moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

References:

1. John Storey – Human Resource Management, Thomson Learning; 2014 (revised edition of Storey’s HRM text)
 2. R.S. Dwivedi – Managing Human Resources, Galgotia Publishing Company; 2017
 3. Gary Dessler – Human Resource Management, Pearson Education; 2023 (17th Edition, latest global edition)
 4. K. Aswathappa – Human Resource & Personnel Management, Tata McGraw Hill; 2023 (10th Edition: Human Resource Management: Text and Cases)
 5. Randy L. DeSimone, Jon M. Werner & David M. Harris – Human Resource Development,
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Semester-III

Course Name: Strategic Management

Course Code: MTMO-2301

Credits: 4

Course Objective: To expose students to various perspectives and concepts in the field of Strategic Management. The course would enable the students to understand the principles of strategy, formulation, implementation and control in organizations.

Course Outcome: At the end of the course student would be able to

S. No.	Course Outcomes	Cognitive level
1	Elaborate the basic concepts and principles of strategic.	Discuss
2	Analyze organizational strategies that will be effective in dynamic business environment.	Analyze
3	Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organisational problems.	Apply
4	Evaluate dynamic business landscape	Evaluate
5	Evaluate and design various strategies for managing global competition.	Create

Block I: Strategy-Introduction

Unit 1: Concept, Levels at which strategy operates; Approaches to strategic decision making; Mission and Purpose,

Unit 2: Objectives and Goals; Strategic Business Units (SBUs);

Unit 3: Environmental Analysis & Diagnosis: Environment and its components;

Unit 4: Environmental Scanning & Appraisal; Organizational Appraisal; Strategic Advantage Analysis and Diagnosis.

Block II: Strategy and Structure

Unit 5: Structural considerations, Structures for strategies; Organizational design and change.

Unit 6: Functional Strategies-Marketing, Production& Operations, Personnel,

Unit 7: Financial, R&D plans and policies.

Block III: Strategy Formulation and Choice of Alternatives

Unit 8: Strategies- modernization, diversification, integration; **Unit 9:** Merger, take-over and joint strategies;

Unit 10: Turnaround, divestment and liquidation strategies;

Unit 11: Process of strategic choice, competitor and SWOT analysis;

Unit 12: Factors affecting; Generic competitive strategies- cost leadership, differentiation, focus, value chain analysis.

Block IV: Strategy Implementation

Unit 13: Inter-relationship between formulation and implementation,

Unit 14: Issues in strategy implementation; Resource allocation,

Unit 15: Strategy Evaluation & Control: Overview and Techniques.

Block V: Global Issues in Strategic Management

Unit 16: Global challenges, Advantages & Disadvantages of international operations,

Unit 17: Communication differences across countries, worldwide tax rates & their impact,

Unit 18: Participation of international institutions for international business.

References:

1. Bhattacharya, S.K. & Venkataraman, N. – *Managing Business Enterprises: Strategies, Structures and Systems*, Vikas Publishing House; → 2017
 2. Budhiraja, S.B. & Athreya, M.B. – *Cases in Strategic Management*, Tata McGraw Hill; 2015
 3. Coulter, Mary K. – *Strategic Management in Action*, Prentice Hall; 2013
 4. David, Fred R. – *Strategic Management*, Prentice Hall (Pearson); 2023 (18th Edition – latest)
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Course Name: Organizational Behavior

Course Code: MTMO-2302

Credits: 4

Course Objective: The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behavior over time. The course will also make them capable of realizing the competitiveness for firms.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply motivational theories to improve employee performance in real-life situations.	Apply
2	Demonstrate teamwork and interpersonal skills in group activities Elaborate the basic concepts and principles of strategic.	Apply
3	Examine how organizational culture influences employee behavior.	Analyze
4	Evaluate the effectiveness of different leadership styles in specific contexts.	Evaluate
5	Propose innovative approaches to enhance employee engagement and culture.	Create

Block- I- Introduction:

Unit-1: Emergence of organizational behavior;

Unit-2: Management and OB; Hawthorne studies and human relations school;

Unit-3: Challenges and opportunities for organizational behavior;

Unit 4 : Positive organizational behaviour.

Block- II- Individual Behavior:

Unit-5: Foundations of individual behavior; Perception; Attribution;

Unit-6: Personality; Attitude; Learning and Values;

Unit-7: Motivation – theoretical and practical dimension.

Unit-8 : Various theories of motivation

Block- III- Group Behavior:

Unit-9: Group dynamics; Cohesiveness and productivity;

Unit-10: Group decision making; managing organizational conflict;

Unit-11: Managing misbehavior at work.

Block- IV- Leadership:

Unit-12: Influence, Power and Politics;

Unit-13: Leadership

Unit-14: Theoretical and practical dimension.

Unit-15: Various theories of Leadership

Block- V- Organization System & Processes:

Unit-16: Organization Structure – foundation and types;

Unit-17: Climate and Ethos;

Unit-18: Communication; Organizational effectiveness & performance, managing change.

References:

1. Robbins, Stephen P. & Judge, Timothy A. – *Organizational Behaviour*, Prentice Hall / Pearson; 2023 (19th Edition – latest global edition)
 2. Robbins, S.P. & Mathew, M. – *Organisational Theory: Structure, Design and Application*, Prentice Hall of India; 2012
 3. Luthans, Fred – *Organizational Behaviour*, McGraw-Hill, New York; 2021 (13th Edition – recent widely used edition)
 4. Sekaran, Uma – *Organisational Behaviour: Text and Cases*, Tata McGraw-Hill; 2010
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Course Name: Industrial Relations & Labour Enactments

Course Code: MTMO- H 2301

Credits: 4

Course Objective: This course is designed to impart the participants with the knowledge, concepts and skills needed in industrial relations management. Industrial relation aims at maintaining healthy, harmonious and cordial relationship between the employees and management and amongst the employees. The course seeks to familiarize the participants with the concepts and techniques of Industrial relations.

Course Outcomes: The successful completion of this course shall enable the student to:

S. No.	Course Outcomes	Cognitive level
1	Demonstrate procedures for handling industrial disputes and grievance redressal.	Apply
2	Apply provisions of labour laws to workplace situations and case scenarios.	Apply
3	Analyze causes and consequences of industrial conflicts and disputes.	Analyze
4	Examine the impact of labour legislation on industrial harmony and productivity.	Analyze
5	Critically analyze the role of government policies in industrial relations.	Evaluate

Block I: Overview of Industrial Relations

Unit 1: Concept, Nature, Objectives of Industrial Relations;

Unit 2: Role of State; Employers' Organization; ILO in IR,

Unit 3: Central Organisations of Indian Trade unions: INTUC, AITUC, HMS and UTUC.

Block II: Trade Unions

Unit 4: Origin and growth, unions after independence, in the era of liberalisation;

Unit 5: Concept, objectives, functions and role of Trade Unions in collective bargaining;

Unit 6: Workers' participation in management;

Unit-7: Problems of Indian Trade Unions. Main provisions of the Trade unions Act, 1926

Block III: Labour problems

Unit 8: Discipline and misconduct; standing orders,

Unit 9: Grievance handling procedure; Labour turnover; Absenteeism;

Unit 10: Industrial accidents and Industrial unrest; Industrial Dispute Act, 1947;

Unit-11: Industrial Dispute Settlement Machinery in India.

Block IV: Labour legislations

Unit 12: National Wage Policy,

Unit 13: Minimum Wages Act 1948,

Unit-14: Payment of Bonus Act, 1965;

Unit 15: The Equal Remuneration Act, 1976

Block V: Health, Safety, Security and Labour Welfare

Unit 16: Industrial Health & Safety;

Unit 17: The Factories Act, 1948; Workmen's Compensation Act, 1923;

Unit 18: Employees' State Insurance Act, 1948; Payment of Gratuity Act, 1972; Employees Provident Fund Act.

References:

1. Monappa, A. – *Industrial Relations*, Tata McGraw-Hill; 2012
 2. Sinha – *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education; 2020
 3. Mamoria, C.B., Mamoria, G. & Gankar, S.V. – *Dynamics of Industrial Relations*, Himalaya Publishing House; 2022
 4. Kapoor, N.D. – *Industrial Relations and Labour Legislation*, Sultan Chand & Sons; 2023
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Course Name: Global HRM

Course Code: MTMO- H 2302

Credits: 4

Course Objective: The objective of the course is to acquaint the students with the concepts and strategies of international human resource management and to enhance their skill to effectively manage human resource in international perspective.

Course Outcome: At the end of the course student would be able to

S. No.	Course Outcomes	Cognitive level
1	Apply cross-cultural management techniques in global workplace scenarios.	Apply
2	Demonstrate appropriate HR practices for expatriate selection, training, and compensation.	Apply
3	Analyze challenges in managing multicultural teams	Analyze
4	Examine the impact of global labor laws and regulations on HR decisions.	Analyze
5	Assess global HR strategies in multinational organizations.	Evaluate

Block I - Introduction:

Unit 1: Introduction to Global Human resource management;

Unit 2: IHRM in International Firms -the framework; Cross national differences in personnel

Unit-3: organizations- cultural factor in human resource policies;

Unit 4: Complexities and issues in managing human resource across countries; International HRM department and functions; Models of Global HRM.

Block II- International Cultural Environment:

Unit 5: The concept of culture, comparison of cross-cultural behaviour,

Unit 6: managing diversity- causes of diversity, the paradox of diversity,

Unit 7: Cultural orientation in international business, emic vs. etic dilemma- cultural uniqueness vs. pan- culturalism.

Block III-International Staffing:

Unit 8: Hiring– sources of international human resource power;

Unit-9: Staffing for international operations; Selection strategies for overseas assignments;

Unit: 10: Hiring HCN"s and TCN"s; International transfers; Expatriate management-

Unit 11: Problems of repatriation of overseas expatriates and strategies to tackle these problems.

Block IV-Training, Development and Compensation in International Perspective:

Unit 12: Training and development for expatriates; Training and development for international staff

Unit 13: Compensation in international perspective- factors, package,

Unit-14: methods and trends; International reward system;

Unit 15: Motivation in cross-cultural context; Multinational performance appraisal – criteria and process, performance management.

Block V- Industrial Relations and Other Issues in IHRM:

Unit 16: A framework for international industrial relations; Employees participation – practices in various countries; Cross border ethics management;

Unit 17: Designing organizations for dynamic international environment; Comparative study of HRM practices in major global economies;

Unit 18: HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- complexities, challenges, and choices in future.

References:

1. Aswathappa, K. and Dash, S. (2008). *International human resource management*. India: Mc Graw Hill Education.
 2. Barlett, Christopher and Sumantra, Ghoshal (1998). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.
 3. Dessler, G. & Varkkey, B. (2008). *Human resource management*. Delhi: Pearson Education
 4. Dowling, Peter J., Festing M. & Engle, A.D. (2013). *International Human Resource Management*. Cengage Learning.
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Course Name: Negotiation & Counselling

Course Code: MTMO- H 2303

Credits: 4

Course Objective: The objective of this course is to provide insights into handling behavioral issues at work place by developing counselling skills. It is also intended to facilitate a Describing of the structure and dynamics of negotiation.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply negotiation strategies in workplace and real-life scenarios.	Apply
2	Use structured approaches to resolve conflicts and handle interpersonal issues.	Apply
3	Examine factors influencing negotiation outcomes, including power dynamics and cultural differences.	Analyze
4	Assess counselling interventions and their impact on individuals or groups.	Evaluate
5	Propose innovative strategies to improve communication, negotiation, and counselling effectiveness.	Create

Block: I Introduction to Counselling

Unit 1: Counselling: Introduction, Approaches to Counselling,

Unit 2: Goals and Process of Counselling; Counselling Procedures and Skills,

Unit 3: Organizational Application of Counselling Skills.

Block II: Techniques of Counselling

Unit 4: Changing Behaviours through Counselling;

Unit 5: Specific Techniques of Counselling;

Unit-6: Role conflicts of Managers and Counselling.

Unit 7: Application of Counselling in Specific

Block III Organizational Situations

Unit 8: Organizational Situations: Dealing with problem Subordinates;

Unit 9: Performance Management;

Unit-10: Alcoholism and Other Substance Abuse.

Unit 11: Ethics in Counselling.

Block IV Introduction to Negotiation

Unit 12: Negotiation: Introduction, Nature and need for negotiation, negotiation process,

Unit 13: Types and styles of negotiation; strategies and tactics;

Unit-14: barriers in effective negotiation,

Unit 15: Communication Style, Breaking Deadlocks.

Block V Ethics in negotiation

Unit 16: Role of trust in negotiations; negotiation and IT

Unit 17: Ethics in negotiation; cultural differences in negotiation styles

Unit 18: **Gender** in negotiations; context of mediation; negotiation as persuasion.

Books Recommended/Suggested Readings:

1. Singh, Kavita – *Counselling Skills for Managers*, PHI Learning; 2015 (2nd Edition – latest available)
 2. Carroll, Michael – *Workplace Counselling*, Sage Publications; 1996
 3. Kottler, J.A. & Shepard, D.S. – *Introduction to Counselling: Voices from the Field*, Cengage Learning; 2015 (8th Edition – latest widely used edition)
 4. Moursund, Janet – *The Process of Counselling and Therapy*, Prentice Hall; 2019 (4th Edition)
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Course Name: Employee Legislation

Course Code: MTMO-H 2304

Credits: 4

Course Objective: To enable the students to familiarize the legal frame work governing the Human Resources within which the industries function

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply relevant labour laws to workplace situations and case studies.	Apply
2	Demonstrate compliance procedures for employee-related legal requirements.	Apply
3	Analyze differences among various labour laws and their applicability.	Analyze
4	Evaluate the effectiveness of labour laws in protecting employee rights.	Evaluate
5	Propose improvements in employee welfare and legal practices within organizations.	Create

Block: I Labor & Employee Legislation in India

Unit 1: Introduction to the Historical Dimensions of Labor & Employee Legislation in India

Unit 2: Concept and need of labour laws , Objectives and scope of employee legislation
Labor Protection & Welfare - Social Security & Social Justice

Unit 3: System of Economic Governance -Principles of Labour Legislation Labour and the Constitution

Unit 4: Evolution of labour laws in India, Role of International Labour Organization

Block: II: Constitutional Framework for Labour Laws,

Unit 5: Fundamental Rights related to labour (Articles 14, 19, 21, 23, 24), Directive Principles of State Policy, Social justice and labour welfare, Introduction to Factories Act, Labour Act

Unit 6: Act 1948, Maternity Act 1961

Unit 7: Contract Labour Act 1970 – The Shops and Establishment Act 1947, The Trade Union Act 1926

Unit 8: The Industrial Disputes Act 1947.

Block III: Wages and Compensation Laws

Unit 7: Employment Contracts and Conditions of Service, Types of employment contracts, Appointment, probation, and confirmation, Terms and conditions of employment, Standing Orders (Industrial Employment), Payment of Wages Act 1936

Unit 8: Payment of Bonus Act 1965

Unit 9: Payment of Gratuity Act 1972.

Unit 10: Minimum Wages Act, Payment of Wages Act , Equal Remuneration Act, Code on Wages, 2019, Bonus and incentives

Block IV: Introduction to Human Capital

Unit 11: The Role of Human Capital, Organised and Unorganised Labour, Unorganised Labour Act

Unit 12: Workmen's Compensation Act – The Employees' Pension Scheme.

Unit 13: Industrial Relations and Trade Unions, Trade Unions Act, Industrial Disputes Act

Collective bargaining, Strikes, lockouts, and dispute resolution mechanisms

Block V: Employee Welfare

Unit 14: Quality of Life of Workers - Governance of Enterprises

Unit 15: Views on the Role of Labor Legislation

Unit 16: Gender Dimensions of Labor Laws – Pros and Cons of Legal System

Unit 17: Working Hours, Leave, and Holidays, Working hours regulations, Overtime provisions

Leave policies (casual, sick, earned leave), Maternity and paternity benefits

Unit 18: Women and Child Labour Protection, Maternity Benefit Act, Child Labour (Prohibition and Regulation) Act, Prevention of sexual harassment at workplace (POSH Act), Gender equality at workplace

References

1. P.L. Malik – *Industrial Law*, Eastern Book Company, New Delhi; 2026 (21st Edition – latest revised with new Labour Codes)
2. C.S. Venkata Ratnam – *Globalization and Labour-Management Relations: Dynamics of Change*, Response Books; 2017 (original 2001)
3. Biswajeet Pattanayak – *Human Resource Management*, PHI Learning, New Delhi; 2022
4. Vipin Gupta et al. – *Creating Performing Organizations: International Perspectives for Indian Management*, Response Books; 2014

Course Name: Human Resource Accounting

Course Code: MTMO-H 2305

Credits: 4

Course Objective: To understand the values of Human Resources in Organisations and to familiarise the process and approaches of Human Resources Accounting.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply HRA techniques to calculate human capital costs and value.	Apply
2	Use HRA principles to assess employee training, development, and turnover costs.	Apply
3	Analyze the relationship between human capital investment and organizational performance.	Analyze
4	Evaluate HR-related costs and benefits for effective resource allocation.	Evaluate
5	Evaluate the effectiveness of HR accounting in improving workforce productivity.	Evaluate

Block I: Introduction to Human Resource Accounting (3 Units)

Unit 1: Concept and Evolution of HRA, Concept, meaning, and definition of HRA, Objectives and scope of HRA, Importance of human capital in organizations, Evolution and development of HRA

Unit 2: HRA in Managerial Perspective, History of Scorecard and performance measurement HRA for managers and HR professionals, Investment in human resources, Workforce quality and organizational performance, Efficient utilization of human resources, HRA in the modern business environment

Unit 3: Theoretical Foundations of HRA, Investment theory in human resources, Human capital and human capital theory, Cost vs. value approach, Behavioral and economic perspectives, Market value of assets and human assets, Illiquid vs. non-marketable assets, Role of HRA in modern HR management

Block II: Human Resource Planning and Measurement (4 Units)

Unit 4: Human Resource Planning and Investment, Concept and process of human resource planning

Human capital investment, Expenditure vs. productivity

Unit 5: Training and Productivity, Training as an investment, Human capital and productivity, Impact of training on organizational performance

Unit 6: Measurement of Human Resource Value, Measurement of human value in monetary terms, Human Resource Accounting and value addition, Challenges in valuation

Unit 7: Approaches to Human Resource Accounting, Objectives of HRA measurement, Cost-based approaches, Value-based approaches, Overview of different HRA models

Block III: Investment and Cost Analysis in HRA (4 Units)

Unit 8: Investment Approach in HRA, Investment approach to human resources, Concepts and significance, Investment in human capital

Unit 9: Cost of Human Resources, Recruiting and selection costs, Training and development costs, Cost of employee turnover.

Unit 10: Depreciation and Return on Investment, Depreciation of human assets, Rates of return on human capital, Cost-benefit analysis

Unit 11: Organizational Behavior and Cost Control, Organizational behavior vs. employee turnover, Non-value-added activities in HR, Measures and prevention strategies, Organizational climate approach, Impact of HR variables on performance and costs

Block IV: Design and Implementation of HRA Systems (4 Units)

Unit 12: Design and Preparation of HRA Systems, Designing HRA systems, Preparation and implementation of HRA

Unit 13: Responsibility Accounting and Control, Responsibility accounting in HR, Management control structure and process

Unit 14: HR Subsystems and Costing, HRA in recruitment and selection, Induction and placement, Performance appraisal systems, Training and development accounting

Unit 15: Behavioral and Social Aspects of Control, Classification of HR costs, Behavioral aspects of management control, Social control in organizations

Block V: HR Auditing, Reporting, and Emerging Trends (3 Units)

Unit 16: HR Auditing and HRA Systems, Concept and objectives of HR audit, Integration of HR auditing and accounting, HRA software systems.

Unit 17: HRA Reporting Practices, HRA-oriented reporting, Inclusion in Profit & Loss Account and Balance Sheet, Disclosure practices and challenges

Unit 18: Practices, Experiences, and Future Trends, Organizational experiences in HRA, Case studies and extrapolations, Emerging trends in HRA and HR analytics

References:

1. Eric G. Flamholtz – *Human Resource Accounting*, Springer; 2012; Book edition; original 3rd ed. 1999)
2. Jac Fitz-Enz – *How to Measure Human Resource Management*, McGraw-Hill; 2010
3. Rakesh Chandra Katiyar – *Accounting for Human Resources*, UK Publishing House; 2014
4. M. Saeed & D.K. Kulshreshtha – *Human Resource Accounting*, Anmol Publications; 2012
5. D. Prabakara Rao – *Human Resource Accounting*, Inter India Publications; 2010

Course Name: Human Resource Information System

Course Code: MTMO-H 2305

Credits: 4

Course Objective: The objective of the course to orient the students of management towards the use the concept of Human Resource Information Systems and to familiarise the applications of HRIS in Organisations

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply HRIS tools and software to manage HR data effectively.	Apply
2	Demonstrate data entry, report generation, and HR analytics using HRIS systems.	Apply
3	Analyze HR data to identify trends, gaps, and workforce insights.	Analyze
4	Examine the impact of HRIS on decision-making, productivity, and HR processes.	Analyze
5	Evaluate the effectiveness and efficiency of HRIS in enhancing HR operations	Evaluate

Block I: Introduction to HRIS and IT in HRM

Unit 1: Data and Information for HR Managers, Data and information needs for HR managers,

Sources of HR data, Role of IT in Human Resource Management, IT applications for HR managers

Unit 2: Fundamentals of HRIS, Concept, objectives, and importance of HRIS, Structure and mechanisms of HRIS, Electronic Human Resource Management (e-HRM): concept, objectives, Advantages and disadvantages of e-HRM

Unit 3: HRIS Software and Applications, Programming dimensions relevant to HR managers, Overview of HRIS software packages, ERP systems in HRIS: SAP ERP, Oracle Financials, Ramco Marshal (basic features: data input, output, screens)

Block II: Data Management and System Design in HRIS

Unit 4: Data Management in HRIS, Data formats and classification, Data entry procedures and processes, Data storage and retrieval systems

Unit 5: Information Processing Systems, Transaction processing systems, Office automation systems

Information processing and control functions

Unit 6: HRIS Design and Development, Design of HRIS, Decision-making concepts in information system design, HRM needs analysis: concept and mechanisms

Unit 7: Software and Investment Perspective, Standard software vs. customized software, HRIS as an investment, Cost-benefit considerations

Block III: HRIS Modules and HR Functions

Unit 8: HR Planning and Recruitment Modules, HR planning module, Recruitment and selection systems, Placement and onboarding systems

Unit 9: Performance Management Systems, Performance appraisal module, Methods and digital tools

Integration with HRIS

Unit 10: Training, Development, and Compensation Modules, Training and development module

Learning management systems, Pay, payroll, and compensation systems

Unit 11: HRIS for Planning and Control, Role of HRIS in planning, Decision support systems, Control and monitoring functions

Block IV: Organizational Processes and HRIS Integration (4 Units)

Unit 12: Organizational Structure and HRIS, Organizational structure and HRIS alignment, Management processes and system integration

Unit 13: Authority, Communication, and Information Flow, Authority and responsibility flows, Communication processes in organizations, Information flow in HRIS

Unit 14: Organizational Culture and Behavioral Aspects, Organization culture and power dynamics, Behavioral patterns in HRIS usage, Role of managers in information processing

Unit 15: Monitoring and Decision-Making, Data capturing for monitoring and review, Role of HR and other managers in decision-making, Analytical frameworks for HRIS

Block V: Security, Implementation, and Emerging Trends in HRIS (3 Units)

Unit 16: Security and Organizational Context, Security of HRIS data and operations, Impact of organizational size and structure on HRIS.

Unit 17: Implementation Challenges and Training, Problems in IT adoption, Strategies to overcome implementation challenges, Training and orientation for HR and employees

Unit 18: Integration, Legal Aspects, and Future Trends, Integration of HRM with ITES, HRIS and employee legislation, Comprehensive view of HRIS, Emerging trends in HRIS

References

1. Michael Armstrong – *A Handbook of Human Resource Management Practice*, Kogan Page; 2023 (15th Edition – latest)
2. Hal G. Gueutal & Dianna L. Stone – *The Brave New World of eHR*, Jossey-Bass; 2005
3. George W. Monk & Bret J. Wagner – *Concepts in Enterprise Resource Planning*, Thomson; 2012 (4th Edition)

Semester-IV

Course Name: Business Ethics And Corporate Governance

Course Code: MTMO- 2401

Credits: 4

Course Objective:

The purpose of this course is to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply ethical principles to real-life business scenarios and case studies.	Apply
2	Demonstrate corporate governance practices in organizational decision-making.	Apply
3	Analyze corporate failures and unethical practices to identify root causes.	Analyze
4	Evaluate corporate policies for ethical compliance and social responsibility.	Evaluate
5	Assess the impact of governance structures on stakeholder trust and corporate performance.	Evaluate

Block I: Introduction

Unit 1: Introduction to Ethics, Morals & Values,

Unit 2: Ethical Theories and Approaches– Teleological, Deontological,

Unit 3: Virtue and system development theories;

Unit-4: Conflict between moral demands and interest and Ethics in work.

Block II: Ethics in Business

Unit 5: Ethical Aspects in Marketing, Finance, HRM; Global Business Ethics.

Unit 6: Meaning of corporate philanthropy, CSR-an overlapping concept, corporate sustainability reporting,

Unit 7: CSR through triple bottom line, CSR and business ethics,

Unit-8: CSR and corporate governance, environmental aspect of CSR, CSR models; drivers of CSR, global reporting initiatives.

Block III: Corporate Governance

Unit 9; Terminology: Company, corporate governance, promoter, shareholders, directors, managers, chairman, CEO, stakeholders;

Unit 10: Type of Directors: Insider and outsider, executive and non-executive, independent, nominee; Ownership and Control;

Unit-11: Theories and development of corporate governance; Models: Types and basis of adoption;

Unit 12: Principals of corporate governance; Implications of corporate scams; Global corporate governance movement.

Block IV: Role Players

Unit 13: Role of Board of Directors; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, lead director;

Unit 14: Board processes and meetings, Building professional Boards – Directors selection, executive compensation and stock option, directors’ training and competence, board diversity, board evaluation;

Unit 15: Boards oversight of CEO, Auditors, SEBI and Government; SEBI guidelines and clause 49; Growth of Corporate Governance in India.

Block V: Business Ethics and Corporate Governance

Unit 16: Introduction, Importance and need for Business Ethics in Indian Context,

Unit 17: Roots of unethical behaviour and issues,

Unit 18: Corporate governance ethics.

References:

1. Fernando, A.C. – *Corporate Governance: Principles, Policies and Practices*, Pearson; 2022
 2. Murthy, C.S.V. – *Business Ethics*, Himalaya Publishing House; 2021 (latest revised edition)
 3. Velasquez, Manuel G. – *Business Ethics: Concepts and Cases*, Pearson / PHI; 2020 (7th Edition – latest widely used edition)
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Course Name: Global Business Management

Course Code: MTMO- 2402

Credits: 4

Course Objective: To expose students to various perspectives and concepts in the field of Global Business Management.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply international business theories to real-world global business scenarios.	Apply
2	Demonstrate decision-making in global marketing, operations, and supply chain management.	Apply
3	Analyze the competitive environment of international markets.	Analyze
4	Evaluate the effectiveness of global business strategies in diverse markets.	Evaluate
5	Critically analyze global expansion decisions and international partnerships.	Evaluate

Block I: Globalization and International Management

Unit 1: Introduction to Global Business, Concept of globalization and international Management,

Unit 2: Reasons for going International, Stages in the Internationalization of Business,

Unit 3: Global Challenges; Global Business Theories.

Block II: International Marketing Environment and Marketing Strategy: Unit 4: An overview of International Business Environment:

Unit 5: Economic Environment; Political environment; Legal environment;

Unit 6: Demographic Environment; Socio-Cultural Environment in Global perspective

Unit 7: International Marketing & Intelligence system.

Block III: Foreign Direct Investment-Theory and Application:

Unit 8: Nature of FDI, Forms of FDI, Modes of FDI Entry, Theories of FDI,

Unit 9: FDI Theories for Emerging Market Firms,

Unit 10: Effects of Foreign Direct Investment,

Unit-11: Foreign Investment in India, Outbound Indian FDI.

Block IV: Regional Economic Integration:

Unit 12: Levels of Economic Integration: Free Trade Area;

Unit 13: The Customs Union; The Common Market;

Unit-14: The Economic Union;

Unit 15: The Political Union; Effects of Integration; Regional Trading Agreements.

Block V: Trade and Investment Regulations:

Unit 16: Basic principles of Multilateral Trade Negotiations;

Unit 17: General Agreement on Tariffs and Trade; GATT; WTO; TRIPS; TRIPS; GATS; GATT

Unit 18: WTO-Differences; WTO and India.

References:

1. Justin Paul & Rajeev Aserkar – *Export-Import Management*, Oxford University Press, New Delhi; 2021 (latest edition)
 2. Rakesh Mohan Joshi – *International Marketing*, Oxford University Press; 2019
 3. Sumati Varma – *International Business: Concepts, Environment & Strategy*, Ane Books Pvt. Ltd., New Delhi; 2020
 4. Vyuptakesh Sharan – *International Business: Concepts, Environment & Strategy*, Pearson Education; 2022
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Course Name: Organizational Development

Course Code: MTMO-H 2401

Credits: 4

Course Objectives:

To familiarize the students with fundamentals of organizational development, essential interventions and effective methods in organization development.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply OD interventions to address organizational problems and enhance performance.	Apply
2	Demonstrate use of diagnostic tools like surveys, interviews, and feedback in real scenarios	Apply
3	Analyze organizational issues to identify opportunities for development and change.	Analyze
4	Assess the suitability of different change management strategies for specific organizational challenges	Evaluate
5	Develop strategies for implementing sustainable change and continuous improvement.	Create

Block -I: Introduction of Organisational Development:

Unit: 1: Organisational Development: Introduction, Meaning and Definition,

Unit: 2: History of OD, Relevance of Organisational

Unit: 3: Development for Managers, Assumptions of OD.

Block -II: Change Process and Models:

Unit: 4: Organisational Change, Strategies for Change,

Unit: 5: Theories of Planned Change (Lewin's change model, Action research model, Positive model),

Unit: 6: Action Research as a Process, Resistance to Change.

Block-III: Process of OD

Unit: 7: Process of OD, Components of OD program,

Unit 8: OD program phases, Making an Entry,

Unit: 9: Developing Contract, Launch, Situational Evaluation, Closure. OD Interventions: An overview;

Unit: 10: Classification of OD Interventions: Team Interventions, Inter group and third-party peacemaking interventions,

Unit 11: Comprehensive OD interventions, Structural Interventions.

Block-IV: OD Interventions:

Unit: 12: Evaluating OD Interventions: Evaluation, Types of Evaluation,

Unit: 13: Methods of Evaluating Interventions.

Unit: 14: Future of OD: Organisational Development and Globalization,

Unit 15: Emerging Trends in OD.

Block-V: Team Development**Unit: 16:** Interpersonal and Team Development,**Unit: 17:** Intergroup and Work Team Development,**Unit: 18:** Transforming Entire Systems and Strategic Change**Books Recommended/Suggested Readings:**

1. French, W.L., Bell, C.H., & Vohra, V. – Organization Development: Behavioral Science Interventions for Organization Improvement, Pearson; 2019 (Revised 6th Edition)
 2. Hackman, J.R. & Suttle, J.L. – Improving Life at Work: Behavioural Science Approach to Organisational Change, Goodyear, California; 2010
 3. Harvey, D.F. & Brown, D.R. – An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J.; 2011 (7th Edition)
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Course Name: Group And Team In Organization

Course Code: MTMO-H 2402

Credits: 4

Course Objectives: The objective of the course to orient the students of management towards the art and science of influence and Leadership in organizations.

Course Outcome: At the end of the course student would be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply team-building techniques to enhance collaboration and productivity.	Apply
2	Demonstrate conflict resolution and problem-solving strategies within teams.	Apply
3	Analyze team behavior and identify barriers to effective collaboration	Analyze
4	Evaluate team performance using relevant metrics and feedback mechanisms.	Evaluate
5	Design team-building programs to enhance organizational effectiveness	Create

Block – I Introduction to Leadership

Unit: 1: Leadership and management of team,

Unit 2: Approaches to leadership,

Unit 3: Traits, Behavioral,

Unit 4: Sources of powers and influence

Unit 5: Leadership models, the SOAR Peak performance model.

Block – II Leadership Styles

Unit: 6 Contingency approach: Fiedlen Model

Unit 7: Situational leadership theory to effective leadership

Unit 8: Situational and Transformational leadership

Unit 9: Leadership in decision-making process.

Block – III Leadership in times of change Unit 10: Global implications

Unit 11: Global leaders in Indian context – Steel King: strategies approach of steel kings LaxmiNivas Mittal &Ratan Tata.

Unit 12: Group as a Medium of Learning: Developing and Change.

Block – IV Group Cohesiveness Unit 13: Influence Processes

Unit 14: Interpersonal Communication

Unit 15: Interpersonal Awareness and Feedback Process.

Block – V Interpersonal Trust

Unit 16: Group Decision Making;

Unit 17: Group Synergy;

Unit 18: Team Building.

References:

1. Hersey, P., Blanchard, K., & Johnson, D. – *Management of Organisational Behaviour*, Prentice-Hall / Pearson; → 2021 (14th Edition)
 2. Bennis, W.G. – *Essays in Interpersonal Dynamics*, Dorsey Press, USA; 2007
 3. Kolb, D.A. et al. – *Organizational Behaviour: An Experiential Approach*, PHI / Prentice Hall; 2015
 4. Yukl, G.A. – *Leadership in Organisations*, Pearson Education; 2023 (9th Edition)
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Course Name: Training And Development

Course Code: MTMO-H 2403

Credits: 4

Course Objective: The objective of the course to orient the students of management towards the art and science of influence and Leadership in organizations.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply training methods and tools to improve employee skills and performance.	Apply
2	Demonstrate the use of evaluation models like Kirkpatrick's model to measure training effectiveness	Apply
3	Analyze organizational skill gaps and identify training needs	Analyze
4	Examine the effectiveness of different training interventions for various employee groups	Evaluate
5	Evaluate the impact of training and development programs on employee performance and organizational goals.	Create

Block I: Introduction

Unit 1: Training and Development- concept, rationale and nature; Training, Learning and Development interface;

Unit 2: Theories of management training and development and practical application of these theories in today's organisations;

Unit 3: Training needs assessment- meaning and purpose, different levels, various approaches, outputs, methods used in training needs assessment; Training and development as source of competitive advantage.

Block II: Training and Development Methodologies

Unit 4: Training– process and methods; human re-engineering; Principles of learning; Individual differences in learning, learning process.

Unit 5: Learning curves, workmen training, re-training, government initiatives, self-directed work teams; Use of audio-visual aids in training; Computer aided instructions- distance learning, open learning, e- Learning; Technologies convergence and multimedia environment;

Unit 6: Development techniques for enhancing decision-making and interpersonal skills- case- study, in- basket exercise, special projects, multiple management Programme learning, action learning,

Unit 7: Syndicate work, games, action maze, role play.

Block III: Executive Development

Unit 8: Importance of executive development, steps in organisation of a management development program/ executive development program, methods/ techniques of management development program;

Unit 9: Role of development officers, administrators, consultants, designers and instructors;

Unit 10: Trends towards performance management and its impact on training professionals.

Block IV: Evaluation of Training and Development

Unit 11: Reasons for evaluating training and development programs, problems in evaluation; Evaluation planning and data collection- statistical methods;

Unit 12: Use of appropriate training and development software packages; Different evaluation frameworks, problems of measurement and evaluation, effective training follow-up;

Unit 13: Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Kirkpatrick model of training effectiveness;

Unit 14: Training issues resulting from the external environment and internal needs of the company; L&D practices of 5 prominent corporations.

Block V: Emerging Trends in Training and Development

Unit 15: Career development and planning; Career development programmes and counseling; Group projects; Training for international assignments;

Unit 16: Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)- concept and types, benefits and challenges in using EETS, concerns in implementation.

Unit 17: EETS- availability, incorporation, extension, and learning renewals for EETS, use of EETS and its up scalability, follow up activities;

Unit 18: Training and development initiatives of some selected companies from private and public sectors and MNCs.

Books Recommended/Suggested Readings:

1. Blanchard, P.N., Thacker, J.W., & Ram, V.A. – *Effective Training: Systems, Strategies, and Practices*, Dorling Kindersley (India) Pvt. Ltd.; 2020
 2. Kumar, M., & Talwar, P. – *Human Resource Development*, APH Publishing Corporation; 2018
 3. Lynton, R., & Pareek, U. – *Training for Development*, Vistaar Publication; 2018
 4. Noe, R.A., & Kodwani, A.D. – *Employee Training and Development* (5th Edition), Tata McGraw Hill; 2012 (5th Edition)
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Course Name: Knowledge Management

Course Code: MTMO-H 2404

Credits: 4

Course Objective: The objective of the course to familiarize the concepts of Knowledge Management. And to understand the challenges of Knowledge Based Organizations and the HR mechanisms to manage them effectively.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply knowledge management techniques to organizational problems and decision-making.	Apply
2	Demonstrate the use of KMS tools for capturing, storing, and sharing knowledge	Apply
3	Analyze knowledge flows and gaps within organizations.	Analyze
4	Evaluate KM initiatives and their impact on organizational performance.	Evaluate
5	Design a knowledge management framework for an organization	Create

Block I: Foundations of Knowledge Management

Unit 1: Introduction to Knowledge Management, Concept and meaning of Knowledge Management (KM)

Evolution and importance of KM, Knowledge society and its features

Unit 2: Types and Nature of Knowledge, Types of knowledge (explicit and tacit), Knowledge creation and conversion, Knowledge lifecycle

Unit 3: Knowledge-Based Organizations (KBOs), Concept and characteristics of KBOs, Structure and functioning of KBOs, Role of knowledge in organizational success

Unit 4: HRM in Knowledge-Based Organizations, Dimensions of HRM in KBOs, Emerging roles of HR professionals, Challenges faced by HRM in KBOs

Block II: Knowledge Management Processes and Organizational Effectiveness

Unit 5: Managing Knowledge for Organizational Effectiveness, Role of KM in improving organizational performance, Knowledge-driven organizations

Unit 6: KM Processes and Methods, Knowledge creation, storage, sharing, and application, Tools and techniques of KM

Unit 7: Intellectual Capital and Learning Organizations, Concept of intellectual capital, Components: human, structural, and relational capital, Learning orientation in organizations

Unit 8: Performance and Legal Aspects in KBOs, Role-related issues in KM, Performance appraisal in knowledge-based organizations, Intellectual Property Rights (IPR)

Block III: Knowledge Management and Organizational Health

Unit 9: KM and Organizational Health, Link between KM and organizational effectiveness, Knowledge culture and climate

Unit 10: Rewarding Knowledge, Incentives for knowledge sharing, Recognition and reward systems

Unit 11: Knowledge Retention Strategies, Importance of knowledge retention, Managing employee retention, Preventing knowledge loss

Block IV: ICT and Systems for Knowledge Management

Unit 12: ICT in Knowledge-Based Organizations, Role of Information and Communication Technologies (ICT) in KM, Digital transformation in KBOs

Unit 13: HRIS for Knowledge Management, HRIS in KBOs: concept and mechanisms, Software orientation for KM systems

Unit 14: Performance Management Systems in KM, Performance management mechanisms, Linking KM with performance evaluation

Block V: Technologies and Emerging Trends in KM

Unit 15: Technologies for Knowledge Management, Tools and technologies supporting KM, Knowledge management systems

Unit 16: Artificial Intelligence and Knowledge Systems, Role of Artificial Intelligence in KM, Intelligent systems and automation

Unit 17: Digital Repositories and Knowledge Discovery, Digital libraries and repositories, Knowledge discovery and data mining, Creating systems that utilize knowledge

Unit 18: Emerging Trends in Knowledge Management, Knowledge Process Outsourcing (KPO), Innovation clusters, Future trends in KM

References

1. Frances Horibe (2015). *Managing Knowledge Workers*. John Wiley & Sons. (Originally published 1999)
2. Ganesh Natarajan & Sandhya Shekhar (2001). *Knowledge Management: Enabling Business Growth*. Tata McGraw-Hill, New Delhi
3. Fernandez, I. & Leidner, D. (2008). *Knowledge Management*. PHI Learning, New Delhi
4. Mruthyunjaya, H. C. (2011). *Knowledge Management*. PHI Learning, New Delhi

Course Name: Cross-Cultural HR practices

Course Code: MTMO-H 2404

Credits: 4

Course Objective: To understand the concepts of globalization in HR Perspective and to familiarize the key aspects and contemporary issues to the students.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply international HR policies and practices to global workforce scenarios.	Apply
2	Demonstrate techniques for expatriate management, including selection, training, and repatriation.	Apply
3	Analyze the impact of cultural diversity on HR practices and organizational outcomes.	Analyze
4	Assess the effectiveness of global HR practices in multinational organizations.	Evaluate
5	Design global HR strategies aligned with organizational goals and international standards	Create

Block I: Foundations of International Business & Global HR

Unit 1: Introduction to International Business, Meaning and scope of International Business, Evolution and growth of globalization, Drivers of globalization, Role of HR in global business environment

Unit 2: Globalization and HR Perspectives, Operational objectives of globalization, HR implications in global expansion, Strategic HR role in globalization,

Unit 3: Tools for Strategic HR Management, Balanced Scorecard: concept and application in HR, Aligning HR strategy with organizational goals, Performance measurement in global organizations

Unit 4: International Competitive Strategies & Forms of Operations, Choosing international competitive strategies, Global, multi-domestic, transnational strategies, Forms of international operations (exporting, licensing, joint ventures, subsidiaries)

Block II: Global HR Challenges, Ethics & Careers

Unit 5: HR Challenges and National Differences, Cross-country differences affecting HR practices, Cultural, economic, and legal differences, Domestic vs MNC perspectives

Unit 6: Governance, Ethics and Social Responsibility, Governance of global operations, Ethical issues in international HRM, Corporate social responsibility (CSR), Research and documentation practices in global organizations

Unit 7: Careers in International Business, Global career opportunities, Expatriation and repatriation, Multicultural orientation and employee adaptability, Individual vs organizational concerns

Block III: HR Policies & Practices in Global Context

Unit 8: HR Functions in Global Organizations, Distinctive features of global HRM, Planning, organizing, directing, and controlling in international HR, Unit 9: Global Staffing and Manpower Planning, International manpower planning, Recruitment, selection, and deployment, Employee lifecycle (entry to separation) in global setup

Unit 10: Training, Compensation and Motivation, Skill and knowledge development, Global compensation and benefits, Incentive systems, Motivational strategies across cultures

Unit 11: Performance Management and Employee Relations, Performance appraisal systems, Employee empowerment, Reporting relationships, Grievance handling mechanisms (reactive & proactive), Building shared corporate culture

Block IV: Change Management & Organizational Development

Unit 12: Change Management Models, Understanding and appreciating change, Models of change management, Industry and business model analysis

Unit 13: Implementing and Sustaining Change, mobilizing support for change, executing change initiatives, Building change capability in organizations

Unit 14: Leadership, Diversity & Learning Organizations, Leadership roles in change management, Diversity as a driver of effectiveness, Developing global organizational learning systems

Block V: Quality, Technology & Well-being in Global Organizations

Unit 15: Quality Performance in Knowledge-Based Organizations, Concept of knowledge-based organizations, HR role in quality performance, Continuous improvement practices

Unit 16: Technology and HRM, Behavioral and technical aspects of technology, Digital transformation in HR, HR analytics in global organizations

Unit 17: Global Quality Standards & Eastern Management Thought, Universal quality standards (TQM, ISO basics), Eastern management philosophy in global context, Integrating traditional and modern approaches

Unit 18: Employee Commitment and Work-Life Balance, Building organizational commitment, Stress-free work environment, Work-life balance in global organizations, Employee well-being initiatives

References

1. Punnett, Betty Jane (2009). *International Perspectives on Organizational Behavior and Human Resource Management*. M.E. Sharpe
2. Monir Tayeb (2005). *International HRM*. Oxford University Press
3. Dowling, P. J. & Welch, D. E. (2017). *International Human Resource Management: Managing People in a Multinational Context*. Cengage Learning (latest revised edition; earlier edition 1999)

Course Name: HR Analytics

Course Code: MTMO-H 2404

Credits: 4

Course Objective: The course is designed to equip students with the knowledge, skills, and competencies necessary to understand and apply data analytics techniques in the field of human resource management.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply basic statistical tools and techniques to analyze workforce-related issues	Apply
2	Use HR analytics tools and software (e.g., Excel, dashboards) to solve HR problems such as employee turnover, performance, and recruitment analytics.	Apply
3	Analyze HR datasets to identify patterns, trends, and relationships for effective decision-making	Analyze
4	Evaluate HR metrics and analytics outcomes to support strategic HR decisions and organizational effectiveness.	Evaluate
5	Design HR analytics models and dashboards to provide data-driven insights and recommendations	Create

Block I: Introduction and Foundations of HR Analytics

Unit 1: Evolution and Rise of HR Analytics, Concept and evolution of HR Analytics, Transition from traditional HR to analytics-driven HR , Importance and scope of HR Analytics

Unit 2: Role of HR Analytics in Organizations, Strategic importance of HR Analytics, HR Analytics for decision-making, Challenges in implementation

Unit 3: HR Metrics – Concepts and Framework, Meaning and types of HR metrics, Designing effective HR metrics systems, Data sources for HR analytics

Unit 4: Application of HR Metrics, HR operations metrics, Recruitment metrics, Training and development metrics, Monitoring, control, and corrective actions

Block II: Data Analysis and Visualization

Unit 5: Descriptive Analytics in HR, Meaning and significance, Data summarization techniques, Use of descriptive statistics in HR

Unit 6: HR Dashboards and Reporting, Concept and components of HR dashboards, Dashboard design principles, Tools (Excel, Power BI, Tableau basics)

Unit 7: Data Handling using Pivot Tables, Data preparation and cleaning, Slicing and dicing of HR data, Pivot tables and data visualization techniques

Block III: Statistical Techniques in HR Analytics

Unit 8: Correlation Analysis, Concept and types of correlation, Interpretation and application in HR.

Unit 9: Regression Analysis, Linear regression and its applications, Logistic regression for classification problems

Unit 10: Hypothesis Testing – T Tests, Concept of hypothesis testing, Types of T-tests (independent, paired), Application in HR decision-making.

Unit 11: Analysis of Variance (ANOVA), One-way ANOVA, Two-way ANOVA, Interpretation of results and applications

Block IV: Advanced HR Analytics Techniques

Unit 12: Predictive HR Analytics, Concept and importance, Predictive modeling in HR

Unit 13: Decision Tree Analysis, Concept and working of decision trees, Applications in HR decision-making

Unit 14: Clustering Techniques in HR, Concept of clustering, Employee segmentation and workforce analytics

Block V: Applications of HR Analytics

Unit 15: HR Analytics in Absenteeism and Efficiency, Measuring absenteeism, Improving HR operational efficiency

Unit 16: HR Analytics in Employee Attrition, Causes and measurement of attrition, Predictive models for attrition control

Unit 17: Job Classification and Talent Development, Job classification using analytics, Training needs analysis, Measuring training effectiveness

Unit 18: Strategic HR Analytics and Decision-Making, Data-driven HR strategies, Integration of analytics with HR functions, Ethical issues and future scope of HR Analytics

Reference:

1. Gupta, Manish; Banerjee, Pratyush; & Pandey, Jatin (2021). Practical Applications of HR Analytics. Sage
2. Yadav, Rama Shankar & Maheshwari, Sunil (2018). HR Analytics: Connecting Data and Theory. Wiley
3. Walsh, Michael (2019). HR Analytics Essentials You Always Wanted to Know. Vibrant Publishers
4. Sundmark, Lyndon (2019). Doing HR Analytics: A Practitioner's Handbook with R Examples
5. Bhattacharyya, Dipak Kumar (2017). HR Analytics: Understanding Theories and Applications (2nd ed.). Wiley
6. Soundararajan, Ramesh & Singh, Kuldeep (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage
7. Motwani, Bharti (2022). HR Analytics: Practical Approach Using Python. Wiley

Course Name: Dissertation

Course Code: MTMO-2491

Credits: 4

Course Objective: The objective of the course to orient the students of management towards the art and science of influence and Leadership in organizations.

Course Outcomes: After completing the course, the student shall be able to:

S. No.	Course Outcomes	Cognitive level
1	Apply research methods to formulate a clear problem statement and research objectives	Apply
2	Demonstrate data collection, analysis, and interpretation using appropriate tools and software.	Apply
3	Analyze data to identify trends, patterns, and relationships relevant to the research problem.	Analyze
4	Evaluate research findings in the context of business theory and practice	Evaluate
5	Design and execute a comprehensive research study addressing a business problem.	Create

Block I: Foundations of Research

Unit 1: Introduction to Research, Meaning, nature, and scope of research, Types of research (basic, applied, exploratory, descriptive, etc.), Importance of research in academics and industry

Unit 2: Research Process and Problem Identification, Steps in the research process Sources of research problems, Identification and formulation of research problems Characteristics of a good research problem, Scientific research: features and steps

Block II: Research Design and Methods

Unit 3: Research Design, Meaning and need for research design, Features of a good research design, Key concepts in research design,

Unit 4: Research Methods and Techniques, Traditional methods: historical, institutional, legal, Modern methods

Block III: Data Collection and Organization

Unit 5: Data Collection Methods, Types of data: primary, secondary, tertiary, Tools and techniques of data collection, Population and sampling techniques

Unit 6: Data Processing and Organization, Data editing, coding, and classification, Data tabulation and presentation, Use of tools like Excel and SPSS for data management

Block IV: Data Analysis and Interpretation

Unit 7: Statistical Analysis Techniques, Measures of central tendency and variability, Correlation analysis, Hypothesis testing, t-test and chi-square test

Unit 8: Advanced Data Analysis and Interpretation, ANOVA (Analysis of Variance), Interpretation of statistical results, Drawing conclusions and implications

Block V: Report Writing and Presentation

Unit 9: Research Report and Thesis Writing, Types and significance of research reports, Structure of a research report/thesis, Steps in report preparation, Referencing styles and formatting, Use of tables, charts, and illustrations

Unit 10: Presentation and Evaluation of Research, Presentation skills for research Use of visual aids and PowerPoint, Guidelines for effective presentation, Criteria for evaluation of research reports

Reference:

1. Flick, Uwe (2020). *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project*
2. Kothari, C. R. (2004). *Research Methodology: Methods and Techniques (latest widely used edition; reprints available)*
3. Creswell, John W. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5th ed.)*
4. Booth, Wayne C., Colomb, Gregory G., & Williams, Joseph M. (2016). *The Craft of Research (4th ed.)*
5. Paneerselvam, R. (2014). *Research Methodology*
6. Kumar, Ranjit (2019). *Research Methodology: A Step-by-Step Guide for Beginners (5th ed.)*
7. Yin, Robert K. (2018). *Case Study Research and Applications: Design and Methods (6th ed.)*

Faculty and Support Staff

The University has identified the dedicated requisite faculty and support staff as mandated by the UGC and they are allocated the positions exclusively for OL mode. The course material prepared by the CDOE faculty is at par with the regulations 2020.

List of Faculty associated with MBA – Human Resource programme is as follows:-

S. No.	Name of Faculty	Designation	Nature of Appointment	Qualification	Subject
1	Dr. Anupama Verma	Associate Professor	Full-Time	Ph.D	Management

Delivery Mechanism

The OL of UMU follows a modern ICT (Information & Communication Technology) enabled approach for instruction. The methodology of instruction in OL of UMU is different from that of the conventional/regular programs. Our OL system is more learner-oriented and the learner is an active participant in the teaching-learning process. OL of UMU academic delivery system comprises:

A. Print Material

The printed material of the programme supplied to the students will be unit wise for every course.

B. Counselling Sessions

There will be 6 counselling/ contact classes in face to face mode of two hours each for a course of 4 credits. The counselling sessions / face to face contact classes will be held on the campus of the University on Saturdays and Sundays.

C. Medium of Instruction

Medium of Course Instruction: English

Medium of Examination: English

Student Support Systems

Universities study Centres or Learner Support Centre shall be headed by a coordinator, not below the rank of Assistant professor and shall be augmented with academic and non-academic staff depending on the learner.

The university has made appropriate arrangements for various support services including counselling schedule and resource-oriented-services evaluation methods and dates both on and offline modes for easy and smooth services to the students through distance mode.

At present the university has only one study centre in the campus. The institution is not promoting any study centres outside the campus. All student support services will be provided to the student through a single window method/mode onsite and online.

**F. Procedure for Admissions, Curriculum, Transaction and Evaluation
Admission Process**

Admission to the MBA programme will be done on the basis of screening of candidate's eligibility on first come first serve basis. Admission shall not be a right to the students and UMU, CDOE shall retain the right to cancel any admission at any point of time if any irregularity is found in the admission process, eligibility etc.

Maximum Duration

The maximum duration of the M.B.A. Programme is four years. Thereafter, students seeking completion of the left-over course(s) will be required to seek fresh admission. The student can complete his programme within a period of 4 years failing which he/she shall seek fresh admission to complete the programme.

Eligibility

A candidate should be a graduate in any discipline of course (10+2+3)/(10+2+4)/(10+3+3) with minimum 50% marks.

Programme Fee Structure

Name of the Program	Degree	Duration	Year	Tuition Fee/Year	Exam Fee/Year	Total (in Rs.)
Master of Business Administration	PG	2to4Years	1	60000	4000	64000
			2	60000	4000	64000
Total						128000

Activity Schedule

S.NO.	Name of the Activity	Tentative months schedule(specify months)during year			
		From (Month)	To (Month)	From (Month)	To (Month)
1	Admission	Jul	Sep	Jan	Mar
2	Assignment submission(if any)	Sep	Oct	Mar	Apr
3	Evaluation of Assignment	Oct	Nov	Apr	May
4	Examination	Dec	Dec	Jun	Jun
5	Declaration of Result	Jan	Jan	Jul	Jul
6	Re-registration	Jul	Jul	Jan	Jan
7	Distribution of SLM	Jul	Sep	Jan	Mar
8	Contact Programmes (counselling, Practicals.etc.)	Sep	Nov	Mar	May

Credit System

UMU, CDOE proposes to follow the 'Credit System' for most of its programs. Each credit amounts to 30 hours of study comprising all learning activities. Thus, a 8 credit course requires 240 hours, 6 credit course requires 180 hours, 5 credit course requires 150 hours, 4 credit course requires 120 hours and 2 credit course requires 60 hours of study. This helps the student to understand the academic effort to complete a course. Completion of an academic programme requires successful clearing of both, the assignments and the term-end examination of each course in a programme.

Duration of the Programme	Credits	Name of the Programme	Level of the Programme
2 Yrs.	84	M.B.A.	Master Degree

Assignments

Distance Education learners have to depend much on self-study. In order to ascertain the writing skill and level of comprehension of the learner, assignment work is compulsory for all learners. Each assignment shall consist of a number of questions, case studies and practical related tasks. The Assignment Question Papers will be uploaded to the website within a scheduled time and the learners shall be required to respond them within a specified period of time. The response of the learner is examined by a faculty member.

Evaluation: The evaluation system of the programme is based on two components:

Continuous Evaluation in the form of assignments (weightage 30%): This Component carries a weightage of 30%. There will be at least one graded assignment and test per course. These assignments are to be submitted to the Co-ordinator of the CDOE/Study Centre to which the student is assigned or attached with.

Term-end examination (weightage 70%): This will be held twice every year in the months of June and December. The students are at liberty to appear in any of the examinations conducted by the University during the year. A student will be allowed to appear in the Term-End Examination only after she/he has registered for that course and submitted the assignment. For appearing in the Examination, every student has to submit an Examination form through online (www.umu.ac.in)/ or offline before the due dates as given in the schedule of operations. If a student misses any term-end examination of a course for any reason, s/he may appear for any of them or all the courses subject to the maximum of 8 courses in the subsequent term-end examinations. This facility will be available until a student secures the minimum pass grade in the courses but up to a maximum period of four semesters, since the date of registration of the course is valid for four semesters. Beyond this period s/he may continue for another four semesters by getting Re-registration by paying fee again. In that case, the score of qualified assignments and/or term- end examination will be retained and the student will be required to complete the left out requirements of such re-registered courses. Minimum requirement for passing a course will be 50% marks.

G. Laboratory Support and Library Resources

The library of Usha Martin University aims to empower the teaching mission and intellectual culture of the community through availability through an organized collection of information as well as instruction in its access, relevance and evaluation.

The University Library enriches advance learning and discovery by providing access to a broad array of resources for education, research and creative work to ensure the rich interchange of ideas in the pursuit of knowledge.

The **Centre for Distance and Online Education (CDOE)** at Usha Martin University has initiated the establishment of a dedicated library to support the Online Learning (OL) programs. This initiative includes the acquisition of printed books and e-books, along with access to relevant national and international journals. The University already holds annual subscriptions to a range of academic journals, with plans to expand its access to additional online resources as part of its ongoing digital learning strategy.

The library's collection is both rich and diverse, offering comprehensive coverage across a wide range of disciplines. It includes resources in Management, Commerce, Information Technology, Computer Applications, and other allied fields. The repository consists of textbooks, reference books, peer-reviewed journals, project reports, dissertations, and access to online journals—ensuring that learners have ample academic material to support their studies and research pursuits.

The University has well equipped Computer Laboratories, Lecture Capturing Systems, Audio Video facilities, ICT enabled class rooms, Wi-Fi facilities etc.

H. Cost Estimate of the Programme and the Provisions

Initial expenses have been done by the University in terms of provision of infrastructure, manpower, printing of self-study material and other. The University intends to allocate expenses out of the total fee collection as per following details:

SLM Development and Distribution	:	20%
Postal Expense	:	10%
Salary and other Administrative expenses	:	60%
Future development	:	10%

Once programmes are operational, fee receipt from the programmes budget to be planed as per the guidelines of University Grants Commission.

I. Quality Assurance

The University has established the Centre for Internal Quality Assurance (CIQA) in the University campus. The CIQA will monitor and maintain the quality of the OL programmes. It has the following objectives in making the compliances of quality implementations.

Objectives

The objective of Centre for Internal Quality Assurance is to develop and put in place a comprehensive and dynamic internal quality assurance system to ensure that programmes of higher education in the Open and Distance Learning mode and Online mode being implemented by the Higher Educational Institution are of acceptable quality and further improved on continuous basis.

Functions of CIQA

The functions of Centre for Internal Quality Assurance would be following

1. To maintain quality in the services provided to the learners.
2. To undertake self-evaluative and reflective exercises for continual quality improvement in all the systems and processes of the Higher Educational Institution.
3. To contribute in the identification of the key areas in which Higher Educational Institution should maintain quality.
4. To devise mechanism to ensure that the quality of Open and Distance Learning programmes and Online programmes matches with the quality of relevant programmes in conventional mode.
5. To devise mechanisms for interaction with and obtaining feedback from all stakeholders namely, learners, teachers, staff, parents, society, employers, and Government for quality improvement.

6. To suggest measures to the authorities of Higher Educational Institution for qualitative improvement.
7. To facilitate the implementation of its recommendations through periodic reviews.
8. To organize workshops/ seminars/ symposium on quality related themes, ensure participation of all stakeholders, and disseminate the reports of such activities among all the stakeholders in Higher Educational Institution.
9. To develop and collate best practices in all areas leading to quality enhancement in services to the learners and disseminate the same all concerned in Higher Educational Institution.
10. To collect, collate and disseminate accurate, complete and reliable statistics about the quality of the programme(s).
11. To ensure that Programme Project Report for each programme is according to the norms and guidelines prescribed by the Commission and wherever necessary by the appropriate regulatory authority having control over the programme;
12. To put in place a mechanism to ensure the proper implementation of Programme Project Reports.
13. To maintain a record of Annual Plans and Annual Reports of Higher Educational Institution, review them periodically and generate actionable reports.
14. To provide inputs to the Higher Educational Institution for restructuring of programmes in order to make them relevant to the job market.
15. To facilitate system-based research on ways of creating learner centric environment and to bring about qualitative change in the entire system.
16. To act as a nodal coordinating unit for seeking assessment and accreditation from a designated body for accreditation such as NAAC etc.
17. To adopt measures to ensure internalization and institutionalization of quality enhancement practices through periodic accreditation and audit.
18. To coordinate between Higher Educational Institution and the Commission for various qualities related initiatives or guidelines.
19. To obtain information from other Higher Educational Institutions on various quality benchmarks or parameters and best practices.
20. To record activities undertaken on quality assurance in the form of an annual report of Centre for Internal Quality Assurance.
21. It will be mandatory for Centre for Internal Quality Assurance to submit Annual Reports to the Statutory Authorities or Bodies of the Higher Educational Institution about its activities at the end of each academic session. A copy of report in the format specified by the Commission, duly approved by the statutory authorities of the Higher Educational Institution shall be submitted annually to the Commission.

On enrolling in the MBA Programme at Usha Martin University in Online Learning (OL) mode, students embark on a transformative educational journey that emphasizes critical thinking, effective communication, and advanced problem-solving skills as emphasized in NEP-2020. Through a flexible and learner-centric approach, the programme nurtures an analytic temperament, empowering students to approach challenges with analytical precision and innovative solutions. The curriculum has been designed to instill a strong sense of ethics and responsibility, fostering a mindset that prioritizes sustainability and environmental consciousness. Students are encouraged to engage with real-world problems and develop solutions that contribute positively to society and the global ecosystem.

As they progress, learners gain proficiency in foundational and advanced aspects of management, business strategy, leadership, and emerging business practices. The programme equips them with practical knowledge and managerial skills aligned with current industry standards, preparing them for the dynamic and ever-evolving corporate environment. Upon graduation, students will possess the confidence and capability to contribute effectively across multiple functional areas of business and management. They will be well-prepared for dynamic careers in marketing, finance, human resources, operations, entrepreneurship, business analytics, and other emerging domains of management. Additionally, the programme provides a strong foundation for those aspiring to pursue advanced studies, research, or competitive examinations in both the public and private sectors.

The MBA Programme at Usha Martin University not only prepares students for professional success but also inspires them to become ethical, innovative, and socially responsible business leaders. Through this comprehensive approach, graduates emerge as competent professionals and visionary leaders ready to shape the future of the global business landscape.



Registrar

कुल सचिव

Usha Martin University

उषा मार्टिन विश्वविद्यालय

Ranchi-835103 / राँची-835103