

Master of Business Administration (Human Resource Management)

PROJECT PROPOSAL REPORT



Department of Business Administration
CENTER FOR DISTANCE AND ONLINE EDUCATION
UNIVERSITY OF SCIENCE & TECHNOLOGY
MEGHALAYA

Techno City, 9th Mile, Baridua, Ri-Bhoi, Meghalaya, 793101

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I. Introduction

The University of Science and Technology's Master of Business Management in Human Resource Management (M.B.A. HRM), a Distance programme intends to give professional training in managerial abilities. It also seeks to provide instruction in a variety of aspects of commercial knowledge to provide students with conceptual and analytical abilities as well as positive attitudes, which are necessary for their development as competent and effective managers or entrepreneurs. Its goal is to give students a solid foundation in management with a special emphasis on human resource management. The course is designed for students who are interested in Human Resource Management topics. To achieve these goals, the University of Science and Technology Meghalaya has developed an MBA (HRM) program in Human Resource Management to address these challenges. The MBA (HRM) course aims to provide advanced knowledge on Human capital in the business world, focusing on internal, external, and social change in business management, technology, and ultimately on the Human resources of organizations. The promotion of managing the human resources of an organization through business knowledge would make a positive contribution to the betterment of the company or the use of consultancy to help business units make better management decisions. The MBA (HRM) degree program is designed to equip students with professional management skills in all functional areas of human resources management that are necessary for employees and organizations to develop effectively, sustainably, and holistically.

I. (A) Program Mission:

This program is designed for students who want to become a full-fledged business professional with operational management experience. To prepare future business leaders

and managers, the curriculum focuses on different core areas of the Human Resource Management field.

I. (B) Programme Objectives:

The main objective of this program is to provide participants with information, knowledge, skills, and confidence for competent and successful managers in corporate fields especially in HRM areas that are rapidly changing at the national and global levels.

The specific objectives of the project are:

- To enable graduates, business leaders, and executives with changing knowledge, skills, and emerging demands for global business leadership, people management with strategic perspectives and problem-solving skills.
- To enable and prepare graduates to perform and lead business activities alone or other jobs as per requirement in challenging and competitive markets for better sustainability of organizations.
- To develop and ensure graduates towards innovation to lead not only the product but as a whole market by setting a unique identity to cherish.
- To provide graduates the exposure and opportunities to learn the latest skills and abilities for better and sustainable management of organizations.
- To ensure all-round compatible development including personality and morals of graduates for better development of society and ethically sound economy.

II. Relevance of the Program with HEI'S Mission and Goals

One of the primary goals of education is to provide opportunities for learners at all levels of Human resource management with utmost care and commitment. The MBA (HRM) program at the University of Science and Technology Meghalaya (USTM) is designed to recruit and develop marketable alumni who are not able to continue their education regularly in the evergreen field of HRM through a more gratifying and inspirational environment, promoting independence, empowerment, creativity, and innovation using modern technology, particularly in the distance mode. The MBA (HRM) program would assist them in transforming individuals into intellectually competent human resources who might contribute to the nation's advancement in the form of core asset. Distance education is efficient in providing high-quality education at flexible times.

The MBA (HRM) graduate attributes are the descriptions in the form of desired course outcomes that are mentioned at the start of each course. The human attributes of the MBA

(HRM) graduates after this course that will be possessed by them are listed below:

- Discipline-specific knowledge: Ability and capability of implementing discipline-specific knowledge that is available in various disciplines which forms the parts of MBA (HRM).
- Logical and critical analysis and thinking: The ability to analyze business situations and cases in deductive patterns by implementing learning outcomes and finding the most suitable and profitable solution for better durability and sustainability.
- Generic and critical problem-solving ideas and ability: The ability to solve various day-to-day along with most challenging business issues in such competitive markets for profitable business.
- People management to community management: The MBA (HRM) will help in acquiring the skill of managing human resources in the organization in a healthier way that helps in maintaining the well-being of society and the community.
- Leadership Development and creation: Capability to lead and excel in the leadership role in an organization for a better version of not only of organization but also of the country.
- Research for creativity, better and sustainable management: Help in continuous search of talent for creativity, new, better, and most importantly better sustainability of any policy, or strategy of the organization.
- Ethical implementation in management and leadership practice: Ability to integrate different ethical issues while designing any strategy and policy of the organization and will help in realizing its importance and intention of incorporating it in day-to-day activity.
- Communication skills for better teamwork and network establishment: Demonstrate effective communication which will help in establishing better teamwork and network to create a healthier work environment.
- Lifelong perseverance for learning and development: Capability of self-desired and self-directed learning for personal development, and skill upgradation in required areas of HRM.

III. Nature of Prospective Target group of Learners

MBA (HRM) program has been designed to meet the enlarging needs in the management line

of education at all levels and to provide skilled and knowledgeable manpower to manage and lead organizations towards better successful organizations through managing their human resources. Although there is huge market demand for competent and resourceful manpower in the field of HRM, still a considerable percentage of graduates are untouched by this course due to different constraints. So, by offering this course in distance mode, it is expected to be an advantageous position for those untapped graduates to get the degree of MBA in HRM along with producing competent human resources. This Programme targets fresh graduates in any discipline, working Executives/Professionals, and who aspire to acquire overall management skills in the HRM field. The career opportunities after having the MBA in HRM degree are given below in general:

- All types of businesses in the private sector,
- Public sector and
- Non-profit organisations
- Academics/Teaching
- Counselling
- Training and development

IV. Appropriateness of Programme to be Conducted in Open and Distance Learning Mode to Acquire Specific Skills and Competence

This course has having specific focus in the form of learning outcomes that are mentioned in the syllabus. The course will help in enhancing the understanding, behaviour, and skills of graduates as well as of the employees who are already involved with different levels of jobs in different organizations.

Learning-based this Programme is set to reach to the unreachable who could not fulfill their dreams due to some reason like employment, financial background, etc. In the Distance learning Programme, there are no time-specific or age criteria, moreover, it is cost-effective. Therefore, it will be most suitable to provide them with education under Distance Learning mode. In addition, this program is keeping aims to provide and disseminate updated information and knowledge, develop an analytical mindset, and skillful manpower. To ensure the program outcomes for this course and degree, the following teaching methodologies as teaching pedagogy will be followed:

- Lectures
- Seminars, Guest Lectures and Workshops

- Web-based Learning
- Experiential Training Programmes
- Case Studies and Presentations
- Group Discussions

It is considered to be conducted this program in ODL form for the following reasons not at the cost of compromising on acquiring specific knowledge, skills, and competencies:

- All the courses of this program are theory as well as case studies-based, which does not need any kind of laboratory and testing requirements.
- Specific knowledge, competencies, and skills can be acquired and enhanced with the help of SLMs which are effectively designed for self-study, self-explanatory, self-directed, self-motivating, and self-evaluating.
- The study materials of this program, provided various courses of it, are largely available on different sources of the Internet, websites of UGC, different universities websites in the form of notes or PDFs, study materials, videos, PPTs, etc. All such materials are sufficient to ensure the enhancement of skill and knowledge and to justify the program outcomes.
- Moreover, the different theories, approaches, models of management, and allied subjects that are incorporated to design this program can be delivered through the ODL mode for educating the graduates and to improve their intellect.
- Interestingly, the program is also emphasizing to improve the academic excellence along with writing and presentation skill through compulsory assignments, video clip preparation and seminars.

V. Instructional Design

A. **Duration of the Programme:** The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 2 years.

B. **Medium:** The medium of instruction shall be English.

C. **Instructional delivery mechanisms:** The delivery of the Programme is through the conduct of the Personal Contact Programme. In total 8 days (40 Hours) PCP classes for every semester will be conducted at selected centers based on the number of students enrolled for the Programme and attendance is not mandatory.

D. **Faculty and support of Staff:** ODL faculty, University faculty from the

Department of Business Administration, and other senior faculty will be engaged in handling classes for the entire whole semester (total 4 semesters) in the Personal Contact Programme. Distance Education Staff are engaged in supporting other activities like the dispatch of printed study materials. The MBA (HRM) program will have a curriculum and course contents (syllabi) for the courses approved by the Academic Council.

E. **Pedagogy:**MBA(HRM) Program has a pedagogy comprising of appropriate combinations of learning from theory, self-learning materials and hands-on sessions.

F. **Minimum Learning Credits for the award of Degree:**The curriculum of MBA (HRM) program is designed to have a total of 60 credits for the award of the MBA (HRM) degree.

Semester	Course Code	Course Title	L	T	P	Total LT P in Hrs	Credit
Semester I	MBAH 101	Management Process and Organizational Behaviour	1 2	0	10 8	120	4
	MBAH 102	Marketing Management-1	9	0	81	90	3
	MBAH 103	Human Resource Management-1	1 2	0	10 8	120	4
	MBAH 104	Financial Accounting	9	0	81	90	3
TotalHrs/Credits			4 2	0	37 8	420	14
Semester II	MBAH20 1	Leadership, CSR, and Ethics	9	0	81	90	3
	MBAH20 2	Quantitative Techniques and Statistics in Business	9	0	81	90	3
	MBAH20 3	IT and Human Resource Information System	1 2	0	10 8	120	4
	MBAH20 4	Business Environment and Managerial Economics	1 2	0	10 8	120	4
TotalHrs/Credits			4 2	0	37 8	420	14

Semester III (FUNCTIONALELECTIVE)	MBAH30 1	Manpower Planning and Resourcing	1 2	0	10 8	120	4
	MBAH30 2	Industrial Relationship Management	1 2	0	10 8	120	4
	MBAH30 3	Change Management and Organization Develop ment	1 2	0	10 8	120	4
	MBAH30 4	Compensation Management	1 2	0	10 8	120	4
TotalHrs/Credits			4 8	0	43 2	480	16
Semester IV (<i>Student Must Choose Any Two Courses Among the Following Six Non- Functional Elective Courses</i>)	MBAH40 1	International HRM	1 2	0	10 8	120	4
	MBAH40 2	Talent Management	1 2	0	10 8	120	4
	MBAH40 3	Labour Laws	1 2	0	10 8	120	4
	MBAH40 4	Human Resource Development and Total Quality Management	1 2	0	10 8	120	4
	MBAH40 5	Strategic Human Resource Management and Human Resource Audit	1 2	0	10 8	120	4
	MBAH40 6	Knowledge Management and Performance Management	1 2	0	10 8	120	4
COMPULSORY COURSE							
	MBAH4 07	Major Project	0	0	24 0	24 0	8
TotalHrs/Credits-(ANY TWO COURSES of Nonfunctional and one Compulsory course)			2 4	0	45 6	48 0	16

Note 1 Credit=30Hrs. and L=10% of Total LTP

TOTAL OVERALL CREDIT	60
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MBA (HRM)- SEMESTER I

MBAH 101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Learning Objective: This course aims to facilitate the students with the concept of Management in general. Also to give them knowledge about different managerial functions and their application in the practical world. This paper also intends to understand the relationship between individuals in an organization and the factors underlying organizational behavior.

Learning Outcomes (LOs):

LO1: To acquaint the students with the basic concept of Management along with its Purposes, Functions, Importance and Characteristics of Management. Also to give them the knowledge about different Management Objectives, Managerial Role and Skills and Management Challenges & Opportunities.

LO2: To explain students about Planning process in detail along with Management by Objectives & its Characteristics, Process, Benefits and weakness. Also to make students understand about Principles of Organizing and Organization Structure along with Span of management, Organization Divisions etc.

LO3: To give knowledge on the whole mechanism of staffing, directing and controlling and their importance as a managerial function in the organization.

LO4: To explain students about organization and organizational behavior in general. Explain the fundamental forces and models of OB along with the Challenges and Opportunities of OB.

LO5: To make students understand individual behavior by giving ideas about Personality development, Perception, Attitude, Value etc.

Credit: 4

Full Marks: 100

Unit Course Contents

1 Introduction:

Concept of Management –Definitions, Management Process and Management Functions, Purposes, & Importance and Characteristics of Management.
Levels of Management & Functions of different levels of Management;
Objectives of Management.

Role of a manager, Managerial Skills. Management as Science as well as Arts, Management as a Profession, Approaches of Management, Management Challenges.

2 **Planning and Organizing:**

Planning- Concept, Definition, Nature and Characteristics, Significance of planning; Planning process–Steps in Planning Process, Types of Planning, Advantage and Disadvantage of Planning.

Management by Objectives: Definition, Characteristics, Process, Benefits, and weakness of MBO.

Organizing-Concept, Definition of Organizing, Nature & Process of Organizing, and Principles of Organizing.

Organization Structure- Types of Organization Structure, Formal and Informal Organization Structure, Tall and Flat Organization Structure; Span of management, Factors determining the Span of Management; Organization Divisions: Departmentation.

3 **Staffing, Directing and Controlling:**

Staffing- Concept, Definition, Significance and Functions and Sub-functions of Staffing;3:2Directing-Concept,Definition,Characteristics andFunctionsofDirecting.

Staffing- Concept, Definition, Significance and Functions and Sub-functions of Staffing.

Directing-Concept, Definition, Characteristics and Functions of Directing.

Coordination-Concept and Definition and Principles of Co-ordination.

Controlling-Concept and Definition of Controlling, Needs of Controlling, Process of Control, Types of Control, Control Techniques and Modern Control Aids. Requirement of Effective control.

4

Introduction to Organization Behavior, Concept, Definition, Goals and Contributing Discipline of Organization Behavior.

Fundamental Concepts of Organizational Forces.

Models of Organizational Behavior, Dependent & Independent variables of OB

Challenges and Opportunities of Organizational Behavior

5

Foundations of Individual Behavior,

Personality Concept, Definition and Factors Influence Personality, Personality Traits.

Perception-Concept, Definition, Perception Process, Factors influencing Perception Process.

Attitude- Concept, Definition & Components of Attitude

Value-Concept, Definition and Types of Value

Reference Books:

1. TripathiPC&ReddyPN,PrinciplesofManagement,TataMcGrawHill
2. Koontzn,H.andO'DonnellC.EssentialofManagement–TataMGH.
3. RobinsS.P.and DecenzoD.A.,FundamentalsofManagement,Pearsoneducation,NewDelhi, 5thedition,2009

4. Robbins S.P./Jugde T.A., Essentials of Organisational Behaviour, Pearson Education, 10th Edition, 2011.
5. Rao V.S.P. and Bajaj P.S. Excel books, New Delhi, 1st edition, 2005
6. Anderson D.R., An Introduction to mgt science, Thomson publication, Australia, 11th Edition, 2007
7. Duening T.N., Management Principles and guidelines, Biztantra publication, New Delhi 4th edition, 2003.
8. Singh, B.D. Managing conflict and Negotiation, Excel Books, New Delhi, 1st edition, 2008.
9. Luthans F., Organisational Behaviour, McGraw Hill Companies, 8th Edition, 1998
10. Pareek U. /Understanding Organisation Behaviour, Oxford University Press, 2nd Edition, 2007

Unit Course Contents

MBAH 102: Marketing Management I

Learning Objective: This course equips you with the fundamental concepts of marketing, from understanding markets and consumers to creating effective marketing strategies. You'll learn to analyze the factors influencing consumer behavior and design targeted approaches using the marketing mix.

Learning Outcomes (LOs):

LO1: Define core marketing concepts like market, marketing mix, and consumer behavior.

LO2: Explain the evolution of marketing thought and the importance of a holistic marketing approach.

LO3: Segment markets using relevant variables and develop positioning strategies for target audiences.

LO4: Evaluate the impact of various factors on consumer behavior and the product life cycle on marketing decisions.

LO5: Critically assess the effectiveness of different elements in the marketing mix (product, price, place, promotion) for achieving marketing goals.

Credit: 3

Total Marks: 100

- 1 **Introduction to Marketing**
Concept of marketing, Market, Marketing, Scope of marketing, Core concepts of marketing, Evolution of marketing concept, Holistic Marketing, Marketing Mix
Marketing Environment
- 2 **Consumers & Markets**
Meaning and Definition of Consumer Behaviour, Nature of Consumer Behaviour, Importance of Studying Consumer Behaviour, Factors Influencing Consumer Behaviour, Different buying roles of Consumers, Stages of purchase decision, Business buyer
- 3 **Segmentation, targeting, positioning**
Introduction, Reasons for segmenting markets, Segmentation variables, Targeting, Michael porter five forces model, Positioning
- 4 **Marketing mix**
Understanding the product, Product life cycle, significance of PLC, Stages in PLC, New product development, Product mix, Importance of product mix, Brand & branding, Elements of branding, Pricing, Methods of setting price, Factors affecting pricing, Integrated marketing communication, Role of marketing communication, Marketing channel, Various channels of distribution, Value network
- 5 **Case study**

References:

1. Kotler, Philip-Marketing Management –Pearson Education.
2. Kotler and Keller–Marketing Management –Prentice Hall.
3. R Saxena R-Marketing Management -Tata McGraw Hill
4. Ramaswamy V.S/ Nama kumar S-Marketing Management–Prentice Hall.
5. Andreasen, A. L. (2019). Social marketing in action: Theory and practice (5th ed.). Sage Publications.
6. Eyal, N. (2014). Hooked: How to build habit-forming products. Portfolio Penguin.

MBAH 103- HUMAN RESOURCE MANAGEMENT-1

Learning Objective: To acquaint students with knowledge of managing human resources and skill required to perform the tasks of HRM.

Learning Outcomes (LOs):

LO1: Students will be acquainted with the concept and practice of HRM in an organization.

LO2: Students will be learning the different functions of HR and the importance of HR policy for an organization.

LO3: Will be knowing group development and practice as well as the importance of group formation and communication.

LO4: To be acquainted with the concept of organizational conflict and strategies to solve it.

LO5: To be acquainted with the concept of importance and mechanism of motivation and leadership in an organisation.

Credit: 4

Total Marks: 100

UNIT-1: HUMAN RESOURCE MANAGEMENT

Evolution of Management, Introduction and Meaning, Definition, Objectives, Nature of HRM, Need for HRM Approach, Importance of HRM, HRM and Personnel Management, Scope of HRM, Limitations of HRM, Organizational Design, HRM Environment: External Environment & Internal Environment, Jobs and career in HRM.

UNIT-2: PERSONNEL MANAGEMENT

Introduction and Meaning, Definitions, Nature, Objectives, Challenges to Personnel Management, Functions of Personnel Management: Managerial Functions & Operative Functions, Personnel Policy: Factors, Objectives and Principles.

UNIT3: THE GROUP

Group-Meaning, Types, Reasons for group formation, Stages of Group development, Group Properties – Role, Norms, Conformity, Size, Cohesiveness, Difference between Group and Team, Communication-Nature of Communication, Process of Communication, Channels of Communication, Barriers to Communication.

UNIT4: INTERPERSON RELATIONSHIP&CONFLICT MANAGEMENT

Organizational Conflict –Sources, Thoughts on conflict, Levels of conflict, Types of Conflict, Traditional & Modern Approach, Conflict Management Techniques, Transactional Analysis, Negotiation-Negotiation Process, Inter Group Behaviour-Inter Group Conflicts, Inter Person Communication

MBAH 104- FINANCIAL ACCOUNTING

UNIT5: LEADERSHIP AND MOTIVATION

Leadership–Concept, Meaning, Difference with Management, Approaches-Trait, Behavioural and Situational Leadership Approaches, Leadership Theories-Fiedler’s Contingency Theory, Blake & Mouton’s Leadership Grid, Leadership Styles –Charismatic & Transformational Leadership, Authentic Leadership, Motivation: Meaning, Types, Techniques of Motivation, Theories of Motivation: Maslow’s Need Hierarchy, Herzberg Two-Factor Theory, ERG Theory, Vroom’s Expectancy Theory and Mc Gregor Theory.

References:

1. Bhattacharya D.K/Bilner MJ, Organisational Behaviour, Oxford University Press, 1stEdition, 2009.
2. Dwivedi RS, Human Relations and Organisational Behaviour, MacMillan, 5thEdition, 2009.
3. Luthans F, Organisational Behaviour, McGrawHill Companies, 8th Edition, 1998.
4. Robbins S.P/Jugde TA, Organisational Behaviour, Pearson Education, 13th Edition, 2009.
5. Pareek U/ Understanding Organisation Behaviour, Oxford University Press, 2nd Edition, 2007.
6. Rao V. S. P, Human Resource Management, Excel Books, 2010
7. Dessler G., Human Resource Management, Pearson, 2020.

Learning Outcomes (LOs): This course aims at facilitating the platform to improve and enhance students understanding and knowledge on financial accounting including the Concepts, Principles and Applications.

LO1: To conceptualize the various dimensions of financial recording in an organization and also explains various trends and principles of accounting.

LO2: To explain students about various Techniques, principles and preparation annual account.

LO3: To familiarize students with various terms and understanding about valuation of assets, depreciation methods and applicability.

LO4: To explain the basic concepts, tools and techniques of value-added accounting.

LO5: To discuss the concept, types and process of financial shenanigans.

Credit: 3 Total Marks: 100

Unit I: Introduction to Accounting

Introduction to Book-keeping, Financial Accounting, Cost Accounting, Management Accounting, Objectives Of Accounting, Basic Accounting Terms, and Accounting Concepts.

Unit II: Preparation of Annual Accounts

Final Accounts of Sole trader- Trading, Profit & Loss A/C and Balance Sheet, Income Statement- Preparation and presentation

Unit III: Valuation of Assets:

Depreciations- Meaning, Definition, Objectives, Causes of depreciation, Purpose of Calculating Depreciation, Accounting of Depreciation, Methods- Original Cost and Diminishing Balance Method.

Unit IV: Value Added Accounting:

Introduction of Value-Added Accounting, Objectives of Value-Added Accounting, Importance VAA, Limitations of VAA, Assumptions in Value Added Statements

Unit V: Financial Shenanigans:

Meaning, Classification, Importance, The seven shenanigans.

References:

1. Financial Accounting, Paul, S. K. 4th ed New Central Book Agency Pvt. Ltd.
2. Financial Accounting, Mohammed Hanif, Amitabh Mukherjee
3. Financial Accounting: An Introduction to Concepts, Methods, and Uses, Clyde P. Stickney, Roman L. Weil, South-Western College
4. Financial Accounting: Tools for Business Decision Making, Paul D. Kimmel, Jerry J. Weygandt, Donald E. Kieso Wiley
5. Financial & Managerial Accounting, Jan Williams, Sue Haka, Mark Bettner, Joseph Carcillo.
6. Financial and Management Accounting: An Introduction, Bierman, H. MacMillian, New York
7. Schaum's Financial Accounting, Jae K Shim and Joel G Siegel, Mc Graw Hill Publications
8. The Essence of Financial Accounting, Chadwick, L. PHI, 2nd Edition
9. Fundamentals of Advanced Accounting, R.S.N Pillai Bagavathi, S. Chand, Chand Publication
10. Financial Accounting, Rick Antle, Stanley J. Garstka
11. The Essence of Financial Accounting Chadwick, L. PHI, 2nd Edition
12. Financial Accounting, B.B Dam
13. Financial Accounting: An Introduction to Concepts, Methods and Uses Clyde P. Stickney, Roman L. Weil, Katherine Schipper.
14. Financial Accounting, Grewal, Shukla, S. Chand (Sultan Chand Publications), Delhi

Learning objective: This course equips learners to navigate the critical roles of leadership and Corporate Social Responsibility (CSR) in today's business world. Learners will delve into different leadership styles and theories, exploring how effective leaders inspire and guide teams. We'll also examine the core dimensions of CSR, including economic, environmental, and social responsibility, helping learners understand how companies can integrate these practices for long-term success. Additionally, learners will gain a strong foundation in business ethics, analyzing various frameworks and applications to make ethical decisions across all business functions. By the end, learners will be empowered to contribute to a more responsible and ethical business environment.

Learning Outcomes (LOs):

LO1: Recount key functions of HRM and IT, and their points of integration.

LO2: Explain the impact of IT on various aspects of HRM, such as talent acquisition, performance management, and employee engagement.

LO3: Develop a plan for utilizing IT to improve specific HR processes (e.g., recruitment, training).

LO4: Critique the effectiveness of existing IT systems used in HRM and propose improvements.

LO5: Formulate a strategic vision for integrating HRM and IT to achieve organizational goals like increased productivity and competitive advantage

Credit: 3

Total Marks: 100

Unit 1: Introduction To Leadership And CSR

Defining Leadership, Defining CSR, The Importance of Leadership and CSR in Today's Business World, Different Leadership Styles, CSR Approaches.

Unit II: The Fundamentals of Leadership

Leadership Theories: Trait Theories, Behavioral Theories, Situational Theories, Transformational Leadership, Servant Leadership, Authentic Leadership, Key Characteristics of Effective Leaders, Developing Your Own Leadership Style.

Unit III: Corporate Social Responsibility (CSR)

Defining CSR, Dimensions of CSR, Economic Responsibility, Environmental Responsibility and Social Responsibility, The Business Case for CSR, Developing a CSR Strategy for a

Company: CSR Strategy Components, CSR Strategy Implementation, CSR Strategy Evaluation.

Unit IV: Conceptual Framework of Business Ethics:

Introduction to Ethics and Morals, Evolution of Ethics, Classification of Ethics and its application, Introduction to Business ethics, Nature of ethics as moral value, Ethics vs. Law, Culture vs. Universal Norms, Eastern and Western Ethical Thought and Business Practices, Understanding Decision Making, Essence of Decision Making, Decision-making Process, Classification of Decision Making.

Unit V: Ethical Foundation in Business:

Western teleological, deontological and modern theories of ethics, Ethics in manufacturing: Workplace ethics: hiring, employee promotion, discharge, gender and caste discrimination, sexual harassment, Marketing ethics: pricing, packaging, advertising, product promotion, consumer safety, Financial ethics: transparent system, financial record keeping, financial disclosures, Organizational ethics-abuse of official position, bribes, gifts, entertainment, whistle blowing.

References:

1. Robbins, S.P., Judge, T.A. & Vohra, N (2018). Organizational Behaviour. 18th Edition, New Delhi: Pearson Education Inc
2. Sharman, JP (2016). Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi
3. Albuquerque, D. (2010). Business Ethics: Principles & Practices. New Delhi: Oxford University Press.
4. Valasquez, M. G. (2012). Business Ethics: Concepts and Cases. 7th Edition. New Delhi: Prentice Hall of India

MBAH 202: QUANTITATIVE TECHNIQUES AND STATISTICS IN BUSINESS

Learning Objective: To make the students familiar with the application of basic statistical tools and techniques in managerial decision-making

Learning Outcomes (LOs):

LO1: It would enable the students to understand the application of quantitative techniques in

business world scenarios.

LO2:It would hone the skills of students for the application of statistical tools for analyzing various business data as well as making decisions based on that.

LO3: The students would be able to analyze output from various business problems.

LO4:The students would be able to learn the use of statistics in carrying out research for various business as well as social issues.

LO5: The students would be able to learn to interpret the results of quantitative analysis.

Credit: 3

Total Marks: 100

Unit 1:

Introduction to Statistics: Meaning and definition of Statistics, Characteristics of Statistical data, applications of inferential statistics in managerial decision making, limitations of Statistics; Classification and Tabulation; Measures of central tendency: Mean, Median, Mode and their applications; Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation (C.V), Skewness, Kurtosis (Concept only)

Unit 2:

Time series analysis: Concept, Applications in business decision making, Components of time series, Techniques of Time series analysis: Moving Average Method, Semi Average Method, and Least Square Method.

Index Numbers: Concepts, Construction of Price, Quantity and Value indices, Fixed Base and Chain Base index, Uses of index numbers.

Unit 3:

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Simple and Multiple Regression Analysis.

Unit 4:

Probability: Definition of probability and different approaches, Addition theorem, Multiplication theorem, Conditional Probability, Bayes' Theorem, Random Variable, Mathematical Expectation.

Probability Distributions: Binomial distribution, Poisson distribution, Normal distribution

Unit 5:

Sampling Distribution, Estimation(concept only), and Hypothesis Testing: Concept of sampling, Types of Sampling, Parameter and Statistic, Sampling Distribution of a statistic, Standard error of statistics. Methods of Estimation (concept only).Null Hypothesis &Alternative Hypothesis, Type-I and Type-II Error, t-test, Z-test, F-test, & Chi-Square test.

Suggested Readings:

1. Sharma, J. K. : Business Statistics, Pearson Education , Inc . New Delhi(2009).
2. Gupta S.C. and Kapoor V.K: Fundamental of Mathematical Statistics, Sultan Chand and Sons (2011).
3. Gupta, S.P.: Statistical Methods S. Chand & Sons, N. Delhi (2011).
Beri ,G. C. : Business Statistics, TMG, N. Delhi (2012)
4. Render, B., Stair, R.M.: Quantitative Analysis for Management. Pentic -Hall Pvt.Ltd. New Delhi(2011)
5. Elhance, D.: Fundamentals of Statistics, KitabMahal, N. Delhi.(2010)
6. Anderson, Sweeney and Williamm.: Statistics for Business and Economics Thomson, South Western.(2000)
7. Levin &Rubbin.: Statistics for Management Prentice Hall of India, N. Delhi.(2002)
8. Keller, G. : Statistics for Management ,Cengage learning , New Delhi, (2010)
9. Gupta S.C. and Kapoor V.K: Fundamental of Applied Statistics, Sultan
10. Chand and Sons (2011).)
11. Rubin,D.S.& Levin, R I : Statistics for Management , Pearson Education , Inc . New Delhi (2009)
12. Stephan, D. Levine DM : Statistics for Management Pearson Education , New Delhi (2008)
13. Kothari, C. R. : Quantitative Techniques , Vikas publishing New Delhi (2009) 12.
Anderson D. R. , Sweeney , D. J. : Quantitative Methods for Business , Cengage Learning (2009)
14. Vohra .N.D., Quantitative Technique in management Tata McGraw Hill. New Delhi(2009)

MBAH 203: IT AND HUMAN RESOURCE INFORMATION SYSTEM

Learning Objective: This course equips you with the knowledge and skills to navigate the intersection of Human Resource Management (HRM) and Information Technology (IT). Students are expected to gain a strong foundation in core HRM practices like talent acquisition and performance management. In parallel, students would explore how IT empowers these functions through data analysis, system integration, and communication networks. By the end, students will be able to apply this knowledge to design innovative strategies for leveraging technology to enhance HRM effectiveness.

Learning Outcomes (LOs):

LO1: Recite key functions of HRM and IT, and their points of integration.

LO2: Explain the impact of IT on various aspects of HRM, such as talent acquisition, performance management, and employee engagement.

LO3: Develop a plan for utilizing IT to improve specific HR processes (e.g., recruitment, training).

LO4: Critique the effectiveness of existing IT systems used in HRM and propose improvements.

LO5: Formulate a strategic vision for integrating HRM and IT to achieve organizational goals like increased productivity and competitive advantage.

Credit: 4

Total Marks: 100

Unit I: UNDERSTANDING HUMAN RESOURCES MANAGEMENT

Concept and application of Talent Acquisition, Concept and application of Performance Management, Concept and application of Compensation Management, Concept and application of Employee Engagement.

Unit II: UNDERSTANDING INFORMATION TECHNOLOGY

Utilization of IT in Administrative Systems, Networks and Applications, Utilization of IT for Support in Hardware and Software, in monitoring and Analysis, Utilization of IT in providing means to develop process, Analyze and save Information, Utilization of IT in Compliances to meet Regulatory Requirements, Business obligated Government policies and delivering Critical Business Capabilities and Services.

Unit III: UTILIZATION OF INFORMATION TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT

Connects HR Systems with Business Systems, Integrates Use of Innovations in IT and HR, Allocates IT to help Resources Utilizations to Tasks, maximizing Performance and closing all Resources allocation Gaps, Builds Communication Networks to ensure Efficiency and Security of Business Information.

Unit IV: UTILIZATION OF HUMAN RESOURCE MANAGEMENT IN INFORMATION TECHNOLOGY

Connects HR Systems with Business Systems for Higher Productivity and Competitive

Advantage, Shares and Oversees Information Sharing over Virtual Systems, E-HR Enables Data Accessibility to Senior Management, Provides a Mistake-free exchanges and a sound Interactive atmosphere including Accessibility of Data.

Unit V: Case Study

References:

- e-HRM: Human Resource Management in the Digital Age (7th Edition) by Gary Dessler, Jeffrey V. Bergman, and Alexander M. Cole. (2018). Pearson Education Limited.
- HR Transformation: Building Human Capabilities for a Digital World by David Ulrich, Robert Ulrich, and Mike Ulrich. (2017). Harvard Business Review Press.
- The Digital HR Journey: A Practical Guide to Building the HR Capabilities You Need by Ben Laker. (2019). Kogan Page Publishers.
- The HR Answer Book: An A-to-Z Guide for HR Professionals (30th Edition) by Michael Beer, Michael Losey, and Stephanie Grover. (2022). Society for Human Resource Management (SHRM).

MBAH 204:BUSINESS ENVIRONMENT AND MANAGERIAL ECONOMICS

Learning Objective: This course aims to facilitate a comprehensive platform to improve and enhance students' understanding and knowledge of the business environment and managerial economics. It covers fundamental concepts, principles, and applications, enabling students to critically analyse business environments, understand industrial policies, and apply economic principles to optimize business decisions and processes.

Learning Outcomes (LOs):

LO1: The students would learn fundamental concepts of business environment and component, scope and nature of business environment.

LO2: The students would develop insight into the progress of industrial policies post-independence. The students would develop insights into the importance of planning and

management of different industries for developing the economy of the country.

LO3: The students would develop understanding about the basic concepts of managerial economics and its roles in maximizing the efficiency of the firm.

LO4: The students would develop understanding about the fundamental concepts of demand and supply and apply the concept in determination of market demand and supply.

LO5: The students would develop understanding and application of production and cost concepts. The students would understand production law and its significance in determining the stages involved in the production process.

Credit: 4

Total Marks: 100

Unit 1: MEANING AND SIGNIFICANCE OF BUSINESS ENVIRONMENT

Concept of business environment, Nature and Scope of Business Environment, Components of business environment-Micro and Macro Environment, Elements of Microenvironment – Consumers/Customers, Competitors, Organization, Market, suppliers, Intermediaries, Elements of Macro Environment- external, internal, micro, macro, economic, legal demographic Political-legal, Socio-cultural, Technological, Global Environment.

Unit 2:INTRODUCTION TO INDUSTRIAL POLICY

Historical development of Industrial Policy, with emphasis on 1956 policy, IDRA, MRTP Act, FERA, Industrial Policy 1991, Planning in India, Industrial sickness- causes and remedies.

Unit 3: INTRODUCTION TO MANAGERIAL ECONOMICS

Nature and scope of Managerial Economic, Basic Problems of an Economy, economic structure – capitalist, socialist and mixed economy. Production Possibility Curve, Opportunity Cost.

Unit 4: THEORY OF DEMAND AND SUPPLY

Meaning and determinants of demand, Law of demand and Elasticity of demand – Price, income and cross elasticity, Meaning and determinants of supply, Law of supply and Elasticity of supply.

Unit 5: THEORY OF PRODUCTION AND COST

Meaning and Factors of production, Laws of Production – The Law of Variable proportions and Laws of Returns to Scale, Producer's equilibrium, Concepts of Costs – Short-run and long-run costs, Average and marginal costs, Total, fixed and variable costs.

Suggested books:

1. Indian Economy- Dutta & Sundarm
2. Principles of Economics- M L Sheth
3. Economics- Paul Samuelson
4. Managerial Economics-R. L. Varshney
5. Cherunilan Francis: Business Environment, Himalaya Publishing House, Delhi
6. Ashwathapa, K, Essentials of Business Environment, Himalaya Publishing House

MBAH 301: MANPOWER PLANNING AND RESOURCING

Learning objective: This course is to acquaint the students with the concept of Manpower planning, Human resource accounting, forecasting techniques and its application in practical world.

Learning Outcomes (LOs):

LO1: To disseminate students with the basic concept of Manpower planning along with its need, importance, benefits etc.

LO2: To give them knowledge about Human resource accounting and growing trends of HRA.

LO3: To make students aware of various recent forecasting techniques to measure manpower requirement and how these techniques can be adopted in an organization to do proper calculation regarding Manpower planning.

LO4: To explain students a very good idea about recent trends in MPP, Knowledge Management, Virtual Organization, Learning Organization etc

LO5: One of the outcomes of this paper is to give students a very good idea about various strategies related to manpower planning and its application in today's competitive environment.

Credit: 4

Total Marks: 100

Unit 1: Introduction to Manpower Planning

Definition of Human Resources, Introduction to Manpower Planning, Definition and nature of Manpower Planning, and Objectives of Manpower Planning. Need, Importance and Benefits of Manpower Planning; Usefulness of MPP in Different Levels- National- Sector, Industry and Individual level. Process of Manpower planning; Detail activities of MPP, Components of Manpower Planning. Responsibilities of Personnel Department and Staff Manager for Manpower Planning, Ranges of Manpower Forecasting, Strategies for Manpower Planners, Problems of MPP.

Unit 2: Human Resource Accounting

Human Resource Accounting- Meaning & Definition. Basic Premise and Significance of Human Resource Accounting. Objectives, Advantages and Disadvantages of Human Resource Accounting. Methods of Human Resource Accounting.

Unit 3: Manpower Planning, Functions and Forecasting Techniques

Manpower Planning- Definition, Key Elements, Functions, Strength and Barriers of Manpower Planning. Human Resource Forecasting Technique types. Demand forecast and Supply Forecast- Concept, Definition and characteristics & Factors, Judgment & Experience, Delphi Techniques- Concept, Definition, characteristics, Factors and Process.

Unit 4: Recent Trends in Manpower Planning and Development

Recent trends in Manpower Planning and Development- Concept and Meaning. Knowledge Management- Concept and Definition, Process and Benefits. Virtual Organization- Definition, Characteristics, Human Resource Trends and Employee Features in Virtual Organization, Partial Virtual Organization, Dimensions to maintain employees' performance in Virtual Organisation. Learning Organization- Concept, Definition and Need of Learning Organization.

Unit 5: Resourcing Strategy

Resourcing Strategy- Concept and Definition and Characteristics of Resourcing Strategy, Components of Resourcing Strategy. Scenario planning- Concept, Definition, Objectives and Process of Scenario Planning. Talent Management: Definition and Elements of Talent

Management; Career Management- Aims of career policies, steps of career planning, Succession Planning, Recruitment, Selection, Induction- Aims & Importance, and Release from Organization.

Suggested readings:

1. Dessler. G., Human Resource Management, Pearson Education Inc, U.S.A., 10th edition, 2005.
2. Robins S.P. and Decenzo D.A., Fundamentals of Management, Pearson education, New Delhi, 5th edition, 2009.
3. Memoria C.B, Personal Management: Management of Human Resource, Himalaya Publication House, New Delhi, 12th edition, 2004
4. Anderson D.R., An Introduction to mgt science, Thomson publication, Australia, 11th edition, 2007.
5. Dwivedi R.S., Human relations & Organizational Behavior, Mac- Millans, New delhi, 5th edition, 2009.
6. Rao V.S.P. and Krishna V.H., Management, Excel books, New Delhi, 1st edition, 2002
7. Robins S.P. and Decenzo D.A., Human Resource Management, Prentice-Hall Pvt Ltd, New Delhi, 3rd edition, 2002.
8. Nair S.R., Management, Himalaya Publications, New Delhi, 1st edition, 2010.
9. Ratnam C.S.V. and Srivastava B.K., Personnel mgt and Human Resources, Tata McGrawHill, New Delhi, 9th edition, 2011
10. Subba Rao, Human Resource Management, Excel Books, New Delhi 3rd edition. 2009

MBAH 302: INDUSTRIAL RELATIONSHIP MANAGEMENT

Learning objective: To know how a good relationship can be achieved in an organization with the help of labour laws.

Learning Outcomes (LOs):

LO1: It gives the different bases to know of having relationships among the people of organization as well as the benefits of having good industrial relation.

LO2:It also helps in establishing very healthy industrial relationship with the help of Labour laws.

LO3:It helps in knowing the role of the Trade Union, the importance of the presence of Ethical codes, Discipline, the organization's own grievance-handling mechanism, etc.

LO4:It gives a better understanding of why workers' participation in management and collective bargaining are important very much in the organization.

LO5:It gives an understanding of how social security can be ensured with the employees of the organization.

Credit: 4

Total Marks: 100

Unit 1:Industrial Relations

Definition, Objectives, Scopes, Evolution of IR, Perspectives/Approach to Industrial Relations, Changing Dimensions of Industrial Relations in India, IR in globalised economy, Role of the International Labour Organisation (ILO)

Unit 2:Industrial Dispute

Meaning, Definition, Causes and Types of Industrial Dispute, Methods of Industrial Disputes resolution, Discipline and Grievance Handling Machinery, Trade Unionism: Meaning and Definition, types of Trade Union, Theories of Trade Union, Recognition, Problems of Trade Unions. Collective Bargaining: Meaning and Definition, Types and Forms of Collective Bargaining, Bargaining Process, Bipartite and Tripartite Bargaining. Workers' Participation in Management (WPM): Meaning and Definition, Degrees and Forms of WPM, schemes of WPM in India.

Unit 3:

The Factories Act, 1948; The Industrial Disputes Act, 1947; The Trade Union Act, 1926; Industrial Employment (Standing Orders) Act, 1946.

Unit 4:

The Contract Labour (Regulation & Abolition) Act, 1970; The Unorganised Workers' Social Security Act, 2008.

Unit 5:

The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1970.

Suggested readings:

1. Mamoria, C.V.: Industrial Relations, Himalayan Publishing House.
2. Srivastava, S.C: Industrial Relations and Labour Laws, Vikas Publication, 6th edition.
3. Gupta, S.K, Joshi R :Human Resource Management, Kalyani Publisher
4. Davar: Personnel Management & Industrial Relations
5. Mamoria, C. B Mamoria, S. Gankar S.V: Dynamics of Industrial Relations, Himalayan Publishing House
6. Ivancovich, J.M: Human Resource Management, Tata McGraw-Hill Publication, 10th edition, 2008
7. Rao, V.S, Krishna, V.H: Management, Excel Books, 2002
8. Dessler, G: Human Resource Management, Pearson Education, 10th edition, USA, 2005
9. Singh. B.D: Labour Laws for Managers, Exel Books, IST, New Delhi, 2009
10. Kapoor. N.D: Handbook of Industrial Law, S.ChandsSon, 13th edition, New Delhi, 2008
11. Sinha.P.R.N and Sinha.I.B: Industrial Relations Trade Union and Labour, Pearson Education, IST, New Delhi, 2008

MBAH 303: CHANGE MANAGEMENT AND ORGANIZATION DEVELOPMENT

Learning objective: This course aims at facilitating the platform to improve and enhance student's understanding and knowledge of the applied areas of Human Resource Management at the organizations including the theories, models, and practices.

Learning Outcomes (LOs):

LO1: The students would learn OD concepts and apply them in resolving the issues and problems that arise at the workplace in real-life situations.

LO2: The students would develop skills to deal with organizational changes in real life situations.

LO3: The students would develop skills to analyse critical situations at an organizational level.

LO4: The students would develop skills to maintain and enhance a good organization culture.

LO5: The students would develop problem solving skills in real- life situations.

Credit: 4

Total Marks: 100

Unit 1: Introduction to Organizational Change

Importance of Change; Forces of Change: Internal and External; Organizational Change; Types of Change.

Unit 2: Models of Change

Lewin's Force Field Analysis Model; The Continuous Change Process Model; the Systems Model of Change; and Characteristics of Effective Change Programs.

Unit 3: Resistance to Change

Individual's resistance to change; Organization's resistance to change; Overcoming resistance to change; Change and the Manager

Unit 4: Organizational Development

Meaning, Definition, Objectives, and Characteristics; Evolution of Organizational Development, Diagnosis process and strategies.

Unit 5: OD Interventions and Practitioners

Classification of OD Interventions: Personal, Team and Structural; Role and Competencies of OD Practitioners.

Suggested readings:

1. Change Management and Organizational Development by Ratan Raina, Sage Publications.
2. Change Management and Organizational Development by Kumkum Mukherjee, Pearson Publications
3. 3. Change Management by Can Akdeniz.

MBAH 304: COMPENSATION MANAGEMENT

Learning objective: This paper is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social

security.

Learning Outcomes (LOs):

LO1:It helps in having a better understanding on compensation and its importance and theories.

LO2:It gives in understanding various components that organizations consider in designing their compensation structure.

LO3:To make understand the students the various regulations that should be considered while designing compensation.

LO4:It helps in knowing various compensation structures and components that are considered at the international level in designing compensation.

LO5:To discuss various cases to give glimpses related to salary and wage hike in organisation and how they are sorted out.

Credit: 4

Total Marks: 100

Unit 1:Compensation: Meaning and definition

Types/ Classification of Compensation, Various components of compensation, Financial and non-financial compensation, Fringe Benefit, Wage: Meaning, Definition, Types of Wage, Wage differential, Theories of Wages

Unit 2: Types and components of compensation

Expatriate and Repatriate pay, Pay commission, Executive compensation plan and packages, Incentives: Definition and Different methods of IncentivePayments, ESOP, Flexi-time Schedules.Impact of Inflation on Pay.

Unit 3: Regulations of compensation

Salary Matrix as a retention strategy, Equity Compensation: Objectives, SEBI guidelines, Pay Commission, Retirement and security benefits.

Unit 4: Compensation at International level

International Compensation: Global compensation practices, Pay for performance for globalized employees, Higher level executive compensation at global practices.

Unit 5: Case Study

Suggested readings:

1. Bhattacharyya D.: Compensation Management, Himalayan Publishing House.
2. Srivastava, S.C: Industrial Relations and Labour Laws, Vikas Publication, 6th edition.
3. Ivancovich, J.M: Human Resource Management, Tata McGraw-Hill Publication, 10th edition, 2008
4. Singh. B.D: Labour Laws for Managers, Exel Books, IST, New Delhi, 2009
5. Kapoor. N.D: Handbook of Industrial Law, S.ChandsSon, 13th edition, New Delhi, 2008
6. Sinha.P.R.N and Sinha.I.B: Industrial Relations Trade Union and Labour, Pearson Education, IST, New Delhi, 2008

MBAH 401: INTERNATIONAL HRM

Learning objective: To give a greater understanding of HRM practices in the international context. In addition, it will also try to give glimpses to students the various allied practices of HRM globally and consideration of various factors while it is considered for global platform.

Learning Outcomes (LOs):

LO1: To give an understanding on internal HRM and what things are considered at global level practice.

LO2: To impart knowledge on how different functions of HRM are carried out in globally scattered organisations and different strategies that are adopted for different countries for better management of organisations.

LO3: To give glimpses of cultural consideration and its impact on HRM practices in the global context.

LO4: To acquaint students with global talent management practices and strategies.

LO5: To impart practical knowledge and scenarios through case studies which will help in better understanding their application.

Credit: 4

Total Marks: 100

Unit 1: CONCEPT & DEFINITION OF INTERNATIONAL HRM

Concept of International HRM, Definition of International HRM, Objectives of International HRM, Dimensions of International HRM, Difference between Domestic HRM & International HRM, Activities Under International HRM

Unit 2: UNDERSTANDING GLOBAL DIFFERENCES IN HRM PRACTICES

Introduction to Variability in the Interpretation of High-Performance HRM Systems, Employment Relationship Management, Key issues in employee relationship management at international level, Learning and Development, Labour Environment Worldwide, Collective Bargaining in different Countries, Labour participation in Management, Forms of Participation, Levels of Participation,

Unit 3: UNDERSTANDING CULTURAL ENVIRONMENT

Introduction, Strategies for managing diversity

Unit 4: Understanding Global Talent Management

Global talent management: Concepts, Factors affecting retention of global talents, principles of a global talent management strategy, Challenges of global talent management.

Unit 5: CASE-STUDIES

RANBAXY LABORATORIES, CROSS-CULTURAL ISSUES AT AERO

Suggested readings:

1. Global Talent Management: An Integrated Approach (Paperback, Sonal Minocha, Dean Hristov, Sage publication).
2. Talent Management (Paperback, 2017 Joshi and Vohra, Cengage publisher)

MBAH 402: TALENT MANAGEMENT

Learning objective: This course is to acquaint the students with the concept of Talent Management, how employees can achieve and utilize their talents and its application in practical world. It also make students to understand growing trends of Talent Management and its objectives, need etc. in today's organizations.

Learning Outcomes (LOs):

LO1: To acquaint the students with the concept of Talent Acquisition & Management including talent acquisition trends, acquisition strategy, growing trends of Talent Management and its objectives, need, scope, importance etc. in today's organizations

LO2:To discuss with the students about Scope, Importance and Need of Talent Management System. Also explain about building blocks and primary principles of Talent Management System

LO3: Learning about Talent management process and its stages. Also explain students about concept and types of Talent Management strategies along with designing & developing of these strategies

LO4:To discuss about procedure of Talent planning along with acquisition in an organization.

LO5:To make students understand the concept of Talent Engagement and Talent Retention by explaining various strategies related to these.

Credit: 4

Total Marks: 100

Unit 1: Introduction to Talent Acquisition

Talent acquisition–Overview, Concept and Meaning. Talent acquisition trends, significance, Talent acquisition strategy, controlling the recruitment & hiring process, Talent acquisition management solutions, Talent acquisition management challenge.

Unit 2: Introduction to Talent Management

Talent management–Overview, Concept and Meaning. History, Growing trends and Objectives of Talent Management, Scope, Importance, Need and Significance of Talent Management. Sources and Requirement of Talent Management.

Unit 3: The Talent Management system

Talent Management System- Overview, Concept and Meaning, Effective measures for hire & retain workforce, Importance, Need & Scope of Talent Management System, Building Blocks /Key Elements of Talent Management System, Primary Principles of Talent Management; Key Elements of Talent Management System.

Unit 4: Talent Management Process & Strategies

Talent Management Process -Overview, Importance, Benefits and Essentials of Talent Management Process. Steps of Talent Management Process; Stages of Talent Management Process. Talent Management Strategies Talent Management Strategies-Overview, Concept and Types of Talent Management Strategies. Developing/ Designing Talent Management Strategies, Talent Management Issues and Challenges and Overcoming HR Issues in organization.

Unit 5: Talent engagement and Retention

Talent Engagement-Concept, Definition, and Objectives of TalentEngagement. Behaviour of properly engaged employee, Approaches ofTalent Engagement; Employee Engagement. Employee Retention-Concept and Definition, Importance, Key to StrongRetention. Factors influence employee engagement &retention. Improvingemployee retention.Retention Strategies-Different types of Retention Strategies.

Suggested readings:

1. 1. Tiwana A.,The knowledge management tool kit, Pearson Education Inc, New delhi, 2nd edition, 2005.
2. Henderson R.I., Compensation management in knowledge based world, Pearson EducationInc, New delhi,9 th edition , 2006
3. Rao V.S.P. ,Managing people, Excel books, New delhi, 1 st edition, 2004
4. Chhabra T.N., Leading Issues in Business organization and Management, Sun India Publication, New Delhi,1 St edition, 2006.
5. Robins S.P. and Decenzo D. A., Fundamentals of Management, Pearson education, Newdelhi, 5 th edition, 2009.
6. Fitz-rnz J., How to measure Human Resource Management, Himalaya Publications,NewDelhi, 1 st edition, 2007
7. Hillier F.S., Introduction to Management Science, Tata McGrawHill, New delhi, 2 nd edition,2006.
8. RaoV.S.P.and Krishna V.H.,Management, Excelbooks,New delhi,1 st edition,2002.
9. Ratnam C.S.V. and Srivastava B.K. ,Personelmgt and Human Resources, Tata
10. McGrawHill, New delhi, 9 th edition, 1991.
11. Yuki G., Leadership in organizations, Pearson Education Inc, New delhi, 5 th edition2005.

MBAH 403: LABOUR LAWS

Learning objective: To make understood and acquaintthe students with the knowledge and information in the form of laws and their provisions of various labour laws which are very much essential formanaging employees and ensuring discipline in the organization.

Learning Outcomes (LOs):

LO1: To give understanding and acquainted with the concept and knowledge of Labour laws and their importance in organization.

LO2: To make students aware of various provisions of benefit-providing labour laws and their impact on employees and the organization.

LO3:To discuss and make them learn about standing orders that are crucial for maintaining discipline and provisions for contractual employees in the organization.

LO4:To make aware the students with different provisions that are crucial in the form of social security, specially with women employees during the time of pregnancy and provisions for unorganized workers.

LO5: To give them a realist view through various case study assignments and to provide opportunities for their idea generation and overall to improve concept and skill on the subject.

Credit: 4

Total Marks: 100

Unit 1: Introduction to Labour Laws

Meaning and Definition, Classification, Significance. The Factories Act, 1947; The Trade Union Act, 1926; The Industrial Dispute Act, 1947.

Unit 2:

The Payment of Wages Act, 1936; The Payment of Bonus Act, 1965; The Employees State Insurance Act, 1948; The Employees Provident (Miscellaneous) Act, 1952

Unit 3:

Industrial Employment (Standing Orders) Act, 1946; The Contract Labour (Regulation & Abolition) Act, 1970; The Plantation Labour Act, 1951.

Unit 4:

The Maternity Benefit Act, 1961; The Unorganised Workers' Social Security Act, 2008

Unit 5: Case Study

Suggested readings:

1. Mamoria, C.V.: Industrial Relations, Himalayan Publishing House.
2. Srivastava, S.C: Industrial Relations and Labour Laws, Vikas Publication, 6th edition.

3. Ivancovich, J.M: Human Resource Management, Tata McGraw-Hill Publication,10 th edition,2008
4. Singh. B.D: Labour Laws for Managers, Exel Books, IST, New Delhi,2009
5. Kapoor. N.D: Handbook of Industrial Law,S.ChandsSon,13 th edition, New Delhi,2008
6. Sinha.P.R.N and Sinha.I.B: Industrial Relations Trade Union and Labour, Pearson Education, IST, New Delhi,2008

MBAH 404: HUMAN RESOURCE DEVELOPMENT AND TOTAL QUALITY MANAGEMENT

Learning objective: This course will serve as a comprehensive guide for the Human Resource Development (HRD) course, outlining the vital components and learning objectives. Through a structured approach, participants will delve into the details of HRD, gaining valuable insights and skills vital for effective organizational development.

Learning Outcomes (LOs):

LO1: The Students will learn HRD Concepts, organizational learning, importance, scope , challenges needed for learning, development and training opportunities in order to improve individual, team and to achieve overall organizational performance.

LO2: The Students will understand about various training and development programs for effective Students will develop skills relating to training and career development, towards designing effective training and development programs

LO3: The course will help the students to apply various concepts of management approach towards quality, participative management, total quality management (TQM) and can apply to resolve issues and problems that arises at the workplace.

LO4: The Students will develop skills to analyse different approaches to employee development Performance Management and their role of employee engagement.

LO5: Students will acquire skills to analyse various challenges that may arise from navigating complex and dynamic organizational cultures, as well as emerging trends in Human Resource Development (HRD).

Credit: 4

Total Marks: 100

Unit 1: Understanding HRD

Meaning, Definition and Scope of HRD, Importance of HRD in Organizations, Challenges, Relationship between HRD and HRM, Peter Senge perspective on learning organization.

Unit 2: Training and Career Development

Needs Assessment, Significance of Training and development, Training and development programs, Career Planning, Succession Planning, Talent Development and Retention, Mentoring and Coaching.

Unit 3: Management Approach Towards Quality

Participative Management, Total Quality Management (TQM), Career Opportunities, Health and Safety.

Unit 4: Performance Management and Employee Engagement

Employee Engagement, Employee Engagement Strategies, Performance Management, Performance Appraisal Systems, Recognition and Rewards, Creating a Positive Work Environment.

Unit 5: Emerging trends Organizational Culture and HRD in Global Practices

Understanding Organizational Culture, The Role of HRD in Change Management, Diversity and Inclusion, Technology in HRD, Ethical considerations in HRD, Emerging trends and future challenges.

Suggested readings:

1. Armstrong, Michael. A Handbook of Human Resource Management Practice. 9 th ed. London: Kogan Page, 2004.
2. K Aswathappa ,Tata Mcgraw-Hill Publishing Company Limited, 2005
3. Mahapatra, P. K. Human Resource Management. New Delhi: Ess Ess Publications, 2002. Print.

MBAH 405: STRATEGIC HUMAN RESOURCE MANAGEMENT AND HUMAN RESOURCE AUDIT

Learning objective: This self-learning course empowers learners to become strategic Human Resource (HR) professionals. Through interactive modules, learners will delve into the core principles of Strategic Human Resource Management (SHRM), understanding how it aligns

HR practices with organizational goals for long-term success. Learners will master HR planning and forecasting, learning to identify talent needs and design strategies to build a sustainable workforce. The course also covers optimizing recruitment and selection processes, ensuring learners can attract and hire top talent. Additionally, learners will explore performance management, gaining the skills to implement effective systems that drive employee growth and engagement. Finally, learners will develop the ability to conduct comprehensive HR audits, identifying areas for improvement and developing recommendations to optimize HR effectiveness for the organization.

Learning Outcomes (LOs):

LO1: Confidently explain the key differences between strategic HRM and traditional HR, and how SHRM contributes to organizational success.

LO2: Develop plans for HR activities aligned with an organization's strategic goals, ensuring a proactive approach to talent management.

LO3: Effectively attract and select qualified candidates by crafting targeted job descriptions, utilizing a variety of recruitment sources, and applying appropriate selection methods.

LO4: Implement a performance management system to assess progress, provide feedback, and promote continuous employee development, leading to a more engaged and productive workforce.

LO5: Conduct a thorough HR audit to identify areas for improvement within HR policies, practices, and procedures, and make data-driven recommendations to optimize HR effectiveness for the organization.

Credit: 4

Total Marks: 100

Unit 1: INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Define SHRM and its role in organizational success, What Is Strategic HRM?, Key Differences Between SHRM And Traditional HR, Core Principles Of SHRM, Discuss the different SHRM models and frameworks.

Unit 2: HUMAN RESOURCE PLANNING AND FORECASTING

Introduction, Understand the importance of HR planning and forecasting, Learn how to conduct a workforce analysis, Identify HR needs and develop strategies to meet those needs.

Unit 3: RECRUITMENT AND SELECTION

Understand the recruitment and selection process, Develop effective job descriptions and selection criteria, Identify and use various recruitment sources, Assess candidates using appropriate selection methods.

Unit 4: PERFORMANCE MANAGEMENT AND DEVELOPMENT

Understand the importance of performance management, Develop a performance management system, Conduct performance appraisals, Provide employee training and development opportunities,

Unit 5:

Define a human resource audit and its objectives, Identify the steps involved in conducting a human resource audit, Analyze HR policies, practices, and procedures, Develop recommendations for improvement

Suggested readings:

1. Strategic Human Resource Management: Challenges and Applications by Gary Dessler, Bruce E. Bennett, and Robert J. Maurer
2. Strategic Human Resource Management: Integrating HR Strategy with Business Strategy by Michael T. Brown, David C. Brock, and Michael A. De Cieri.
3. The HR Audit Workbook: A Practical Guide to Conducting a Comprehensive HR Audit by John McConnell.
4. Human Resource Auditing: A Practical Guide for Assessing HR Effectiveness by R. Bruce McAfee and David W. Peterson.

MBAH 406: KNOWLEDGE MANAGEMENT AND PERFORMANCE MANAGEMENT

Learning objective: This course aims at facilitating the platform to improve and enhance students understanding and knowledge on Knowledge management and Performance management including the Concepts, Principles and Applications.

Learning Outcomes (LOs):

LO1: To provide the basics of the emerging area of Knowledge Management to students. And to give students general idea about Knowledge management and its definition, scope and significance of Knowledge Management.

LO2: To explain students about various Techniques and principles of Knowledge Management along with difficulties in Knowledge Management.

LO3: To familiarize students with various terms and understanding about Organizational knowledge, characteristics and components of organizational knowledge – Building knowledge societies – Measures for meeting the challenges of implementing KM programmes.

LO4: To explain the basic concepts, tools and techniques of performance management in an organization.

LO5: To discuss the process of performance management and its significance for the overall development at the three levels of an organization.

Credit: 4

Total Marks: 100

Unit 1:

Definitions of Data, Information, Knowledge, Intelligence, Experience, Common Sense, Characteristics of Knowledge, Reservoirs of Knowledge, Types of Knowledge: Shallow and Deep Knowledge, Knowledge as Know-How, Common Sense as Knowledge, Codifiability and Teachability of Knowledge, Specificity of Knowledge, Procedural Knowledge, Declarative Knowledge, Semantic Knowledge, Episodic Knowledge, Tacit vs. Explicit Knowledge, General vs. Specific, Knowledge- Technically vs. Contextually Specific Knowledge, Knowledge and Expertise, Types of Expertise Expert Knowledge, Chunking Knowledge.

Unit 2: The Knowledge Management Cycle

Introduction, Major Approaches to the KM Cycle: The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle, An Integrated KM Cycle, Strategic Implications of the KM Cycle 45.

Knowledge Management Models: Introduction, Major Theoretical KM Models: The von Krogh and Roos Model of Organizational Epistemology, The Nonaka and Takeuchi Knowledge Spiral Model, The Choo Sense-making KM Model, The Wiig Model for Building and Using Knowledge, The Boisot I-Space KM Model. Complex Adaptive System Models of KM, Strategic Implications of KM Model.

Unit 3: Knowledge Management System Life Cycle

Challenges in Building KM Systems, Conventional Versus KM System Life Cycle, Knowledge Management System Life Cycle (KMSLC) – System, Justification, Role of Rapid

Prototyping, Selection of Expert, Role of the Knowledge Developer, Role of Quality Assurance, User Training Knowledge Management Tools: Knowledge Capture and Creation Tools: Content Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools: Groupware and Collaboration Tools, Wikis, Networking Technologies, Knowledge Acquisition and Application Tools: Intelligent Filtering Tools, Adaptive Technologies

Unit 4: Foundations of Performance Management

Introduction to the concept of performance management (PM), Performance management vs. Performance appraisal, Advantages of implementing a well-designed performance management system, Negative consequences that can arise from the poor design and implementation of a performance management system, Purposes of a performance management system, Key features of an ideal performance management system Performance Management Process: Prerequisites of performance management process, Introduction to the components of Performance Management Process: Performance planning, performance execution, performance assessment, performance review, and performance renewal and Recontracting.

Unit 5: Performance and Performance Measurement

Definition of Performance, Determinants of Performance and Performance Dimensions: Approaches to Measuring Performance, Gathering performance information, Implementing a Performance Management System, Performance Management and development plans, 360-Degree Feedback Systems

Suggested readings:

1. KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, 2005
2. Irma Becerra-Fernandez and Rajiv Sabherwal, Knowledge Management Systems and Processes, M.E.Sharpe, 2010
3. Elias M. Awad and Hassan M. Ghaziri, Knowledge Management, Pearson, 2007
4. Herman Aguinis, Performance Management, Third Edition, Pearson Education Limited, 2014
5. D. Kohli, Performance Management, 1st Edition. New Delhi: Oxford University Press, 2008

MBPD 407: MAJOR PROJECT

Learning objective: To provide the opportunity to explore the bookies' knowledge in reality and how it differs, in reality, from the various concepts of various subject knowledge.

Learning Outcomes (LOs):

LO1: To make them learn about project formulation.

LO2: To impart knowledge on presentation skills and execution of projects.

Credit: 8

Total Marks: 200

Suggested readings:

1. Lewis, James. Team-Based Project Management. Beard Books, 2003.
2. Lewis, James. Project Planning, Scheduling, and Control, Fourth edition. New York: McGraw-Hill,
3. "A Guide to the Project Management Body of Knowledge (PMBOK Guide)" by Project Management Institute.
4. The Fast Forward MBA in Project Management" by Eric Verzuh.
- 5.

VI. Procedure for admissions, curriculum transaction, and evaluation.

a. Eligibility Criteria for Admission:

The Students should possess any Degree from a recognized University with a pass in any of the following streams:

- 10+2 +3(or)
- 11+1 +3(or)
- 11 +2 +2 system.

b. Mandatory Documents for Admission into the MBA(HRM) program:

- Duly filled Admission Form.
- Self-Attested photocopy of 10th Mark sheet & Pass Certificate.

- Self-Attested photocopy of 12th Mark sheet & Pass Certificate.
- Self-Attested photocopy of Degree Mark sheet & Pass Certificate.
- Highest/immediate qualified pass certificate and mark sheet (From Head of the Institution also may be applicable).
- Mark sheets (All semester/All year/Consolidated)*
- Passport size color photo- 3 copies/ soft copy.
- Self-Attested photocopy of Govt. photo ID Proof (e.g. Pan Card, Voter's ID, Aadhaar Card, Driving License, Passport etc.)
- In case of Name Change, Name Change document is mandatory. (e.g. Affidavit/Marriage certificate).
- Fees as per our policy. (Cheque/DD/Inter Bank Transfer/Counter slips (cash deposit, cheque deposit, DD)-Note- In Case of Installments PDC is (Optional).
- Mark sheets & certificates pattern apart from 10+2+3+2 or 3 and 10+2+4+2 or 3 should be accompanied by an explanation as per the mentioned pattern.
- University at any point of the student life cycle may ask for documents in case the student provides unclear documents.

c. Provisional Admission:

Provisional admissions will be given under the following circumstances if it has been accompanied by a student undertaking letter in the following cases:

1. All mandated educational documents have not been submitted & the student is asking for additional time.
2. Final Year student who has appeared for the examination & and submitted a hall ticket as proof.
3. If the payment of the mentioned fees for that course is not complete

Provisional admissions will be canceled if the information provided by the student is found incorrect or if the student fails to submit the required documents within 2 months/60 days. In such cases, the fees already paid will be forfeited.

The application for admission in the prescribed form duly filled in and completed in all respects must reach the Office of the Registrar on or before the last date specified for the purpose.

d. Curriculum Transaction:

For the successful completion of the proposed program, a candidate must pass each paper with a passing grade (50% in each paper). The Directorate of Distance and

Online Learning is having fully online procedure for admission including payment in the Distance and online learning platform. The platform has been integrated with different departments/sections of the University such as the Accounts Branch, Examination Branch, General Branch, and Registration Branch etc.

In addition, for curriculum transactions, there will be the provision of an Academic counselor, Program Coordinator, and Course coordinator as per the UGC stipulation.

e. Evaluation Pattern:

i. Evaluation method of theory without any practical component

Assessment too I	Marks	Remarks
Assignment-1	15	Under the guidance of the relevant program coordinator, it will take the form of descriptive questions and answers, case studies with solutions, thematic presentations, fieldwork presentations, mini-projects, MCQ-based questionnaires and in-house workshops. Smaller projects also include individual projects presented by students and presentations / Viva-voce led by interested scientists. course coordinator
Assignment-2	15	
Total in-semester assessment	30	
End semester Examination	70	Duration-3hours
Total	100	

ii. Evaluation method of theory with practical component

Assessment too I	Marks	Remarks
Assignment-1	15	Under the guidance of the relevant program coordinator, it will take the form of descriptive questions and answers, case studies with solutions, thematic presentations, fieldwork presentations, mini-projects, MCQ-based questionnaires and in-house workshops. Smaller projects also include individual projects presented by students and presentations / Viva-voce led by interested scientists. course coordinator
Assignment-2	15	
Total in-semester assessment	30	

End semester Examination- Theory	40	Descriptive type theory questions to be answered as per program courses
Carrying out laboratory work and submission of record	20	Evaluation components: Each experiment includes markers for monitoring, data collection, analysis, interpretation, inference, and acceleration. Presentation of the works performed.
	10	Marks for Viva
Total End semester Examination	70	Duration–3 hours
Total	100	

iii. Evaluation method of course only with practical component

Assessment tool	Marks	Remarks
Carrying out laboratory work and submission of record	20	Evaluation components: Each experiment has symbols for observation, data collection, analysis, interpretation, inference, and operational presentation of the work performed.
	10	Marks for Viva
Total in-semester assessment	30	
End semester examination	70	At the end of the semester, students will be informed about the nature of the exam at the beginning of the course. At the end of the semester, the exams are given only after the last working day of the semester. Students are required to take an exam at the end of the semester and receive an "Ab" grade will be awarded for absentees.

iv. Project Evaluation

The final MBA (HRM) project must be socially significant and industry-oriented. Students are expected to comply with insurance, legal, and other regulatory issues related to specific industries/organizations. The project must be completed by each student in the designated semesters. Upon completion of the project (it can be minor or major), the student will submit a project report for review by duly appointed internal and external examiners. The evaluation of the project takes place in two stages, and the ODL Center totals up to 100 points based on the criteria established by USTM. In the first stage, the internal teachers award 30 points to students. In the second stage, 70 points are provided through the Viva Project, which is evaluated by external experts together with internal teachers.

Review of Report		Dissertation & Viva voce	
Component	Marks	Component	Marks
First Review	15	Presentation	10
Second Review	15	Analysis	20
		Finding and Conclusion	20
		Viva voce	20
Total	30		70

v. End Semester Examination

The university will conduct end-of-semester examinations at the end of each semester. Students must take a final exam in the existing curriculum to be assessed in this curriculum. The summary of the evaluation at the end of the semester looks like:

Courses	Internal Assessment	End Semester Examination	
		Theory	Practical
Theory without Practical	30 Marks	70 Marks	- -
Theory cum Practical	30 Marks	40 Marks	30 Marks
Total	30 Marks	70 Marks	

vi. Internal Assessment (IA) evaluation procedure:

The Internal Assessment is based on the submission of assignments/case studies / Quiz/ multiple choice questions / Problem-based solutions/ Practical Exercises wherever applicable.

vii. Project Report Evaluation procedure:

Review of Report		Dissertation and viva voce	
Component	Marks	Component	Marks
Review 1	15	Presentation	10
Review 2	15	Analysis	20
		Finding & Conclusion	20
		Viva Voce	20
Total	30	Total	70

viii. Evaluation in the form of Grading system

LetterGrade	GradePoints	NormalizedMarkRange
O(Outstanding)	10	91-100
A+(Excellent)	9	81-90
A(VeryGood)	8	71-80
B+(Good)	7	61-70
B(AboveAverage)	6	56-60
C(Average)	5	50-55
F(Fail)	0	<50Failedueeto insufficient marksinthecourse
Ab(Absent)	0	Failedueeto non-appearanceinexamination

f. Classification of the Degree Award

Class / Distinction will be awarded to the students after they complete the Programme as per the norms stipulated in the following table:

Category	CGPA	Class/ Distinction
Students who successfully completed the Post Programme within the time duration of 4 th Semesters	≥ 8.0 (without "F" (or) "Ab" in any semester)	First Class with Distinction
	≥ 8.0	First Class
	≥ 6.0 & < 8.0	First Class
	≥ 5.5 & < 6.0	Second Class
	≥ 5.0 & < 5.5	Third Class
Students who cannot complete the Post Graduate Programme in 4 Semesters but complete it successfully within the time duration of 5 Semesters	≥ 6.0	First Class
	≥ 5.5 & < 6.0	Second Class
	≥ 5.0 & < 5.5	Third Class
Students who cannot complete the Post Graduate Programme in 5 Semesters but complete it successfully within the time duration of 8 Semesters.	≥ 5.5	Second Class
	≥ 5.0 & < 5.5	Third Class

NB: There is no reevaluation for MBA (HRM) program.

g. Pattern of Question Paper (Theory):

The question paper for all theory courses consists of three parts namely PART-A, PART-B, and PART-

C. **PART-A** consists of 10 questions. All questions to be answered, each question carries 2 marks.

The answer should not exceed 30 words for each question. **Part B** consists of 10-mark questions of either-or pattern for each unit (5 Units). The answer should not exceed 150 words for each question. **Part**

C consists of 2 case studies comprising 15 marks for each case study. The answer should not exceed 150 words (10 Marks). The answer should not exceed 75 words (5 Marks).

VII. Requirement of the Laboratory support and Library resources

Although Laboratory and library hours are not mandatory since the program is not laboratory-based, but students can avail of all such facilities as per their requirements. The university has having computer lab that is dedicated to distance courses with internet connectivity. University of Science and Technology Meghalaya (USTM) has an excellent library for the benefit of students, faculties, and researchers. As one of the best-established libraries according to International Standards, the University Library has a large collection of books covering various branches of Engineering and Technology, Medical and Health Sciences, and Science and Humanities and its related fields. A special section dedicated to Management and commerce with more than 7000 books with both national and international standards is available for students and to avail of this facility students only must possess their student ID proof. The library also has a photocopy facility to fulfill the needs of students. Most importantly, e learning facility is also available to students for better knowledge gathering.

VIII. Cost Estimate of the Program and the Provisions:

For the design and development, delivery, and maintenance of the program, the funds duly approved by the Finance Commission of the University are provisioned as mentioned below:

Sl.no	Budget Heads	Budget Allocated
1.	Salary	54,00,000/-
2.	Contingencies	05,00,000/-
3.	Preparation and printing of self-learning materials	07,00,000/-
4.	Computer, Printer, Scanner, Projector, etc	13,00,000/-

5.	Honorarium and TA / DA for Subject Matter Expert	09,00,000/-
6.	Media Center, audio-video production, etc	07,00,000/-
7.	Hospitality and discretionary fund	01,00,000/-
8.	Daily Wages/Outsourcing et	03,00,000/-
Total		99,00,000/

(Rupees Ninety-Nine Lakhs Only)

IX. Quality Assurance Mechanism and Expected Programme Outcomes

For quality assurance, the USTM is having and following mechanisms:

- a. All the courses are under Credit credit-based Semester System as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020.
- b. The curriculum has flexibility for continuous updating as per the current requirements and has a provision for each academic session, as per the feedback obtained from the students as well as subject experts.
- c. Academic calendar is followed as per the approved schedule.
- d. Examinations of Online candidates are conducted by the examination wing of the University, similar to courses running in conventional mode.
- e. The directorate has a mechanism to obtain feedback from students through online mode and updating the course content and other facilities as per suggestions, and requirements of the candidates.
- f. Progress and quality of the program are monitored by the Centre for Internal Quality Assurance (CIQA) for online mode courses.
- g. The quality of the program is ensured with strict monitoring by the Director and the Course Coordinator along with Subject experts.

Evaluation methods of student learning are also often considered as part of quality assurance as summative or formative assessments:

- a. Summative assessments: These include assignments, case study analyses, tests, field reports, project reports, quizzes, activity reports, video clips, add-making, policy formulation, project plans, etc. These help to understand the student's learning level along with quality improvement. Then it can be converted into grades easily.

- b. Formative Assessment: It includes any kind of input that students get to improve their performance level. That input may be in the form of face-to-face suggestions, online advice and suggestions, etc.

The other components of evaluation are explained above under the headings of the evaluation process. So, in every evaluation process, it is observed that how quality part is ensured under Teaching Learning Outcome Methodologies by the university.

Expected Programme Outcomes:

- a. Develop the ability to work and manage all kinds of organizations and their employees whether small or big and to lead the organization effectively.
- b. Write and crack specifically designed competitive examinations to get lucrative and creamy layered jobs and to secure life and livelihoods.
- c. Develop the ability to contribute to organizations in the decision-making process through policy formulation, strategy design, and remarkable performance deliberation.
- d. Ability to face challenges and to work individually and in a team.
- e. Develop leadership quality in the overall organization, in projects both nationally and globally.
- f. Understand and develop the business analytical ability to grab new emerging opportunities by the companies.
- g. Develop the skills and strategies of people management, conflict management, and strategic decisions for motivating employees.
- h. Develop communication skills, self-confidence, and personality all together to work even independently in the form of consultancy and outsourcing patterns.
