

**GOA UNIVERSITY**  
**Taleigao Plateau, Goa 403 206**

**UPDATED FINAL AGENDA**

**For the 7<sup>th</sup> Meeting of the**

**IX ACADEMIC COUNCIL**

**Day & Date**

**6th December 2017**

**Time**

**10.30 a.m.**

**Venue**  
**COUNCIL HALL**  
**Administration Block**

	<p><b>PART – B</b></p> <p>i) Scheme of examinations at the undergraduate level. – Refer Annexure 5</p> <p>ii) Panels of examiners for different examinations at the undergraduate level – NIL</p> <p>iii) Scheme of examinations at the post –graduate level - NIL.</p> <p>iv) Panels of examiners for different examinations at the post –graduate level. – NIL</p> <p><b>PART – C</b></p> <p>i) Recommendation regarding preparation and publication of selection of reading material in any subject or group of subject and the names of person recommended for appointment to make the selection. - NIL</p> <p><b>PART – D</b></p> <p>i) Recommendation regarding general academic requirements in the Departments of University or affiliated Colleges. - NIL</p> <p><b>PART – E</b></p> <p>i) Recommendation of text books for the courses of study at the undergraduate Level – NIL Recommendation of text books for the courses of study at the post – graduate level. –NIL</p> <p><b>PART – F</b></p> <p>ii) The declaration by the Chairman that the minutes were read out by the Chairman at the meeting itself.</p> <p style="text-align: center;">The meeting ended with the closing remarks by Prof. Vrushali S. Mandrekar, Department of Hindi, Goa University at 5.00 p.m. Sd/- Prof. Vrushali S. Mandrekar Chairperson, Board of Studies.</p> <p>The remark of the Dean, Faculty of Languages &amp; Literature</p> <p>i) The minutes are in order.</p> <p>ii) The minutes may be placed before the Academic Council (with remark, if any)</p> <p>iii) Important points of the minutes which need clear point's decision of the Academic Council to be recorded.</p> <p style="text-align: right;">Sd/- (Prof. Ishrat Bi Khan) Dean, Faculty of Languages &amp; Literature</p> <p>Date: 29 /11/2017</p> <p style="text-align: right;"><a href="#">(Back to Index)</a></p>
<b>D 3.16</b>	<p><b>Minutes of the meeting of Board of Studies in Management Studies held on 12/10/2017.</b></p> <p><b>Part A.</b></p> <p>i. Recommendations regarding courses of study in the subject or group of subjects</p>

at the undergraduate level:  
BBA Optional Business Courses  
MBA Core Courses

[Annexure I](#) (refer page no 660)

- ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level:

**Part B**

- i. Scheme of Examinations at undergraduate level: NIL
- ii. Panel of examiners for different examinations at the undergraduate level: NONE
- iii. Scheme of Examinations at postgraduate level: NIL
- iv. Panel of examiners for different examinations at post-graduate level: NONE

**Part C.**

- i. Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: NIL

**Part D**

- i. Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: NIL
- ii. Recommendations of the Academic Audit Committee and status thereof: NONE

**Part E.**

- i. Recommendations of the text books for the course of study at undergraduate level:  
BBA Optional Business Courses  
MBA Core Courses
- ii. Recommendations of the text books for the course of study at post graduate level: NIL

**Part F.**

Important points for consideration/approval of Academic Council

- i. The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below:

Agenda item 7.7 of Academic Council Meeting held on 13-09-2017 was regarding separation of Undergraduate and Post Graduate Board of Studies(BOS), Management Studies. At the Academic Council Meeting it was decided that the matter should be discussed in BOS (Management Studies).

	<p>Accordingly the matter was discussed and it was unanimously resolved not to have separate BOS for Undergraduate Courses in Management Studies, and to continue with the single Board of Studies (Management Studies) for Post graduate and Under graduate programs..</p> <p>BBA Optional Business Courses (Annexure 1 enclosed)</p> <p>MBA Core Courses (Annexure 2 enclosed)</p> <p>ii. The decisions/minutes were read out by the Chairman at the meeting itself. Sd/- (Dr. Purva Hegde Desai) Signature of the Chairperson</p> <p>Date: 31/10/2017 Place: Taleigao Plateau, Goa.</p> <p><b>Part G.</b> The Remarks of the Dean of the Faculty</p> <p>i) The minutes are in order ii) The minutes may be placed before the Academic Council with remarks if any. iii) May be recommended for approval of Academic Council. iv) Special remarks if any.</p> <p>Sd/- (Prof. K.B. Subhash) Signature of the Dean,</p> <p>Date: 31/10/2017 Place: Taleigao Plateau, Goa. Commerce &amp; Management Studies</p> <p style="text-align: right;"><a href="#">(Back to Index)</a></p>
<b>D 3.17</b>	<p><b>Minutes of the meeting of Ad-hoc Board of Studies in International Hospitality Management held on 29/11/2017.</b></p> <p><b>Part A.</b></p> <p>i. Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level:</p> <p>ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level:</p> <p><b>Part B</b></p> <p>i. Scheme of Examinations at undergraduate level: NIL</p> <p>ii. Panel of examiners for different examinations at the undergraduate level: NONE</p> <p>iii. Scheme of Examinations at postgraduate level: NIL</p> <p>iv. Panel of examiners for different examinations at post-graduate level: NONE</p> <p><b>Part C.</b></p>

**D 3.16 Minutes of the meeting of Board of Studies in Management Studies held on 12/10/2017.**

**Annexure I**

**Bachelor of Business Administration  
Optional Business Courses  
(Human resource)**

Code : BBOH001	Talent Acquisition	Credits3
Code : BBOH002	Performance Management	Credits
2		
Code : BBOH003	Compensation Management	Credits
2		
Code : BBOH004	Career Planning	Credits 1
Code : BBOH005	Learning and development	Credits
3		
Code : BBOH006	Labour laws	
Credits 2		
Code: BBOH007	Industrial Relations	Credits 2
Code : BBOH008	Human Resource Information System	Credits
1		
Code : BBOH009	Competency Mapping	Credits 2
Code : BBOH010	Leadership	Credits
2		
Code : BBOH011	Industrial & Organizational Psychology	Credits 2
Code : BBOH012	Employee Engagement	Credits 2

[\(Back to Index\)](#) [\(Back to Agenda\)](#)

BBOH001

Talent Acquisition

Credits: 3

Objective	At the end of the course the student will be able to make effective Hiring decisions
Contents	<p>Talent planning: Need, importance, techniques &amp; levels (8hours)</p> <p>Job Analysis and Design (7 hours)</p> <p>Link between human resource practices and talent acquisition and organization strategy (4hours)</p> <p>Talent Acquisition: Recruitment, Selection and Identification of Talent; (6hours)</p> <p>Sources of Talent – Internal, External. Criteria for recruitment and selection, screening, selection methods, evaluation (8 hours)</p> <p>Person-job fit, challenges in effective recruitment and selection processes, (6 hours)</p> <p>Ethics, culture, impact on individual, team, and organizational effectiveness. (3 hours)</p> <p>Usage of Technology for effective hiring (3 hours)</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings.	<p>1. 'Recruitment and Selection' by G Roberts, latest edition, JAICO Books</p> <p>2. 'Recruiting, Interviewing, Selecting &amp; Orienting New employees', by D Arthur, latest edition, Prentice Hall India</p> <p>3. 'Assessment Methods in Recruitment, Selection &amp; Performance' by R. Edenborough, latest edition, Kogan Page Publisher.</p>

BBOH002

Performance Management

Credits :2

Objective	At the end of the course the student will be able to use performance management skills required to take organizational decisions relating to employee performance.
Contents	<p>Introduction, importance, performance management cycle and current practices Relationship between development strategies and business performance; performance planning, coaching and review/ appraisals; Interpersonal dynamics in performance management. (6 hours)</p> <p>Performance planning and Goal setting Introduction to Competency Mapping (6 hours)</p> <p>Frameworks for performance management, their adaptations in India and best practices (4hours)</p>

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	<p>Performance Appraisals – Methods, Documentation, Feedback, legal and Ethical Considerations, Role of Appraisers. (8 hours)</p> <p>Performance feedback and coaching, Performance Developmental Plans &amp; Rewards , application in career planning. (6 Hours)</p>
Pedagogy	<p>Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>
References/ Readings.	<ol style="list-style-type: none"> <li>1. Performance Management , Herman Agunis, Pearson publications , 2<sup>nd</sup> edition</li> <li>2. Performance Management and Development , Amstrong &amp; Baron , Jaico, Latest edition</li> <li>3. Performance Management by A.S.Kohli &amp; T.Deb, , Oxford Higher education Press, Latest edition</li> <li>4. Performance Planning and Review- Making Employee appraisals work by Richard Rudman, Allen &amp; Unwin Publishers, Latest edition.</li> <li>5. Raymond Noe, Performance Management Systems, Latest edition</li> </ol>

BBOH003

Compensation Management

Credits: 2

Objective	At the end of the course the student will be able to use knowledge and skills in compensation systems, to take decisions
Content	<p>Job Evaluation and strategic compensation; methods of job evaluation; principles of compensation. (2 hours)</p> <p>Compensation Structures</p> <p>Labour Market : Concept, Broad Types of Labour Market (5 hours)</p> <p>National Wage Policy : Objectives, Concepts, (3 hours)</p> <p>Company Compensation Policy : Compensation Determination, Pay Grades, Economic Principles, External Equity : Salary Surveys, Salary Components. (5 hours)</p> <p>Components of Cost to company- wages, salary, fringe benefits, perquisites (5 hours)</p> <p>Incentives – Concepts; different kinds of wage incentives plans and their application, pay for performance, competency based pay. (5 hours)</p> <p>Compensation design and tax planning. (5 hours)</p>
Pedagogy	<p>Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/</p>

	presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Reading	<ol style="list-style-type: none"> <li>1. Compensation Theory , Evidence and Strategic implications, Gerhart &amp; Rynes, Sage Publications, Latest edition</li> <li>2. 'Compensation' by G.T. Milkovich, J.M. Newman, C.S.V. Ratnam, latest edition, Mc Graw Hill</li> <li>3. 'Compensation Management' by DK Bhattacharya, latest edition, Oxford Higher Education</li> <li>4. 'Compensation Management in a knowledge-based world' by RI Henderson, latest edition, Pearson Publishing</li> <li>5. Compensation management , Kanchan Bhatia , Himalaya Publishing House, Latest edition</li> </ol>

BBOH004

Career Management

Credit:

1

Objective	At the end of the course the student will be able to use knowledge and skills in succession planning and career management
Contents	<p>Career Management &amp; Succession Planning Role of effective feedback and development; Employee Attrition and Role of Employee Career Paths; Career Development in a Changing Environment; Career Development: Theoretical Foundations; Concept of Career Anchor; Competency Approach to Development; Mentoring for Employee Development (5 hours)</p> <p>Career Development and Business Strategy; Special Issues in Career Development; Flexible Working Practices – Implications for HR (5 hours)</p> <p>Talent Retention, Communication &amp; Leadership: Integration of Human Capital Systems; Attracting and retaining high performers; Utilizing and managing excess manpower (5 hours)</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings.	<ol style="list-style-type: none"> <li>1. 'Recruitment and Selection' by G Roberts, latest edition, JAICO Books</li> <li>2. 'Recruiting, Interviewing, Selecting &amp; Orienting New employees', by D Arthur, latest edition, Prentice Hall India</li> <li>3. 'Assessment Methods in Recruitment, Selection &amp; Performance' by R Edenborough, latest edition, Kogan Page</li> </ol>

BBOH005

Learning and Development

Credits: 3

Objective	At the end of the course the student will be able to use learning and development tools and techniques to create a learning environment in an organization.
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Content	<p>Elements of an effective learning and training process, theories. (4hours)</p> <p>Linkages between performance management and effective learning and development processes; Stakeholder role and buy-in (6hours)</p> <p>A Systematic Approach to Training - Needs Assessment and Training Calendar design (6 hours)</p> <p>Programme Design: Types of training, Incorporating Learning Principles; Instructional Techniques. (4hours)</p> <p>Content design and delivery (10 hours)</p> <p>Training Evaluation: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and Return on investment. (6 hours)</p> <p>Training Department and Trainers' Roles (4 hours)</p> <p>Moving from Training to Performance; developmental plans (5 hours)</p>
Pedagogy	<p>Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>
References/ Reading	<ol style="list-style-type: none"> <li>1. Every Trainer's Handbook by Devendra Agochiya, Latest Edition, Sage Publications</li> <li>2. Transforming Training by David Mackey &amp; S Livsey, Kogan Page publishers, Latest edition.</li> <li>3. Effective Training by P.N. Blanchard, J W Thacker &amp; V A Anand Ram, Latest edition, Pearson</li> </ol>

BBOH006

Labour Laws

Credits 2

Objective	At the end of the course the student will be able to understand and interpret the contents of the relevant Labour Laws.
Contents	<p>Introduction of Labour Laws-Applicability and Importance (3 Hours) (Applicability to various organizations and its importance in organizations )</p> <p>Industrial Disputes Act (4 hours) (Layoff, retrenchment, closure, legal dues)</p> <p>The Payment of Bonus Act, 1965 (2 hours) (Applicability of Bonus Act to establishment, Bonus calculations, Payment due date of bonus, implications and records)</p>

	<p>Employees Provident Funds (and Misc. Provisions) Act, 1952 (2 hours) (Applicability to establishments, provisions, calculations, salary limits)</p> <p>Workmen's Compensation Act, 1923 (WC Act) (2 hours) (Provisions for calculations, Factory Accidents, eligibility, authorities for grant of compensation )</p> <p>Employees' State Insurance Act, 1948 (ESI Act) (2 hours) (Applicability to establishments, provisions, calculations, salary limits)</p> <p>Payment of Gratuity Act, 1972 (PG Act) (2 hours) (Provisions, applicability, authorities, calculations)</p> <p>Child Labour (Prohibition &amp; Regulation) Act, 1986 (2 hours) (Definition of child labour, working hours, timings, adults, provisions, payments)</p> <p>Factories Act (3 Hours) (Health, Safety and welfare provisions at work place, working hours, wages, holidays, leaves)</p> <p>Air Pollution and Water Pollution Act (2 Hours) (Various measures to control Air and water pollution, authorities to check pollution in Industries, penalties, fines)</p> <p>Shop and Establishment Act (2 Hours) (Categories of Industries covered under this act, provisions, registrations)</p> <p>Minimum Wages Act (2 Hours) (Applicability to establishments, Provisions, Authorities deciding minimum wages, state and central acts)</p> <p>Payment of wages Act (2 Hours) (Applicability to establishments, provisions, Authorities, payments dates as per work force)</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings.	<p>1. Labour Laws for Everyday Made easy by S.D.Puri &amp; Sandeep Puri, Snow White Publications, latest edition.</p> <p>Labour Welfare and Social Security by P.Subba Rao, Himalaya Publishing Co., latest edition. <a href="#">(Back to Index)</a> <a href="#">(Back to Agenda)</a></p>

BBOH007

Industrial Relations

Credits 2

Objective	At the end of the course the student will be able to understand industrial relations practices and apply the same at workplace.
Contents	<p>Introduction to the concept of Industrial Relations ( 3 Hours) Evolution of IR, Importance of IR and its Application</p> <p>Trade Unions Act, importance, disputes, tactics, activities, authorities (5 hours) Trade Union activities -strikes, lockout , closures Effects, provisions under ID Act, compensation in case, of closures, authorities, notices, recognition of Trade Unions by management</p> <p>Resolving Disputes ( 4 Hours) Action plans to resolve disputes, peaceful solutions, Discussion, negotiations, government authorities</p> <p>Negotiations skills and wage settlements authorities ( 5 Hours) Charter of demands, wage settlements, discussions, Negotiations, authorities, process.</p> <p>Employees Grievances, Issues and Peaceful solutions ( 4 Hours) Role and powers of works committee, conciliation officer, Board of Conciliation, labour court, Industrial tribunal.</p> <p>Disciplinary Actions Disciplinary actions such as suspensions, terminations Show cause notice, payments during suspensions, compensation Domestic enquiry procedures and its requirements ( 4 Hours)</p> <p>Unfair labour practices and actions ( 5 Hours) Types of Unfair labour practices at work place, complaints, Provisions, and authorities for action.</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/	1. Labour Laws for Everyday Made Easy by S.D.Puri & Sandeep Puri, Snow

Readings.	White Publications, latest edition. 2. Labour Welfare and Social Security by P.Subba Rao, Himalaya Publishing Co., latest edition.
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BBOH008

Human Resource Information Systems

Credit: 1

Objective	At the end of the course the students will be able get an insight into basics of technology, application, and management of Human Resource Information Systems (HRIS) and its application for human resources management.
Content	<p>Information Technology, Information System and HRIS: An overview</p> <p>a) Information Technology and Information Systems</p> <p>b) Computer-based Information System</p> <p>c) HR issues and Importance of Human Resource Management Information System (HRIS)</p> <p>d) HRIS Needs Analysis (3 hours)</p> <p>Computerized HRIS and HRIS Functional Areas</p> <p>a) Personnel Management Module</p> <p>b) Benefits Module</p> <p>c) Recruitment Module</p> <p>d) Training Module</p> <p>e) Performance Management and Administration Module</p> <p>f) Medical Information/Wellness Module</p> <p>g) Time and Attendance Module</p> <p>h) Safety Management Module (8 hours)</p> <p>Policies and Procedures for HRIS (3hours)</p> <p>Ethical and Legal Considerations for HRIS (2 hours)</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Reading	<p>1. Human Resource Information Systems: Basics, Applications and Future Directions; Michel Kavanagh ; Sage Publications; 2nd Edition</p> <p>2. Practical Guide to Human Resource Information Systems; Satish Badgi; Prentice Hall; Latest Edition</p>

BBOH009

Competency Mapping

Credits:

2

Objective	At the end of the course the student will have an understanding of how to develop a competency model and conduct a competency mapping exercise
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Content	<p>Features of competency methods, historical development, definitions, approaches to mapping (6 hours)</p> <p>Business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions. (9hours)</p> <p>Observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview (9 hours)</p> <p>Data recording, analysing the data, content analysis of verbal expression, validating the competency models (6 hours)</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Reading	<ol style="list-style-type: none"> <li>1. The Handbook Of Competency Mapping, Seema Sanghi, Sage Publications, Latest Edition</li> <li>2. Competency-Based Human Resource Management, Kandula, Srinivas R., Prentice-Hall of India Pvt.Ltd , Latest edition</li> </ol>

Code: BBOH010

Leadership

Credits: 2

Objective	At the end of the course, the student will be able get an insight on how to develop leadership skills for effective decision making in organizations.
Contents	<p>Leadership and Person (4 hours) Personality, cultural values and ability; Leadership that gets results;</p> <p>Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional Leadership. (5 hours)</p> <p>Leadership and Power; Leadership and Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams. (5 hours)</p> <p>Organizational Culture; Leading Organizations (4 hours) Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change.</p>

	<p>Leadership Development (6 hours)</p> <p>Identifying potential leaders; Leader Development Vs Leadership Development in Organizations; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership.</p> <p>Special Leadership dimensions (4 hours)</p> <p>Identifying potential dark/ Negative leadership; Corrective measures.</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/Readings	<ol style="list-style-type: none"> <li>1. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, latest edition, Tata McGraw Hill</li> <li>2. The Leadership Challenge. James Kouzes &amp; Barry Posner. Jossey-Bass. Latest edition</li> <li>3. The Leadership Skills Handbook by J Owen, Kogan Page Publishing, latest edition</li> <li>4. 'Cases in Leadership' by WG Rowe, L Guerrero, latest edition, Sage Publications</li> <li>5. 'The Extra ordinary Leader' by JH Zenger &amp; JR Folkman, latest edition, Tata McGraw Hill</li> </ol>

Code: BBOH011

Industrial & Organizational Psychology

Credits 2

Objective	At the end of the course the student will be able to use Organisational Psychology tools to improve performance at workplace.
Contents	<ol style="list-style-type: none"> <li>1. Psychometric Assessment at Workplace: Use of Psychological Tests for Employee Selection/Behavior Assessment, Types of Psychological Tests &amp; Surveys, Application &amp; Administration of Personality Tests, Aptitude Tests, Intelligence Tests, Climate Assessment. (8 hours)</li> <li>2. Quality of Life: Models of Improving Quality of Life, Factors contributing to QOL, Developing Programs/Strategies to improve QOL at workplace. (4 hours)</li> <li>3. Occupational Health &amp; Safety: Application of I/O Psychology Principles in designing Occupational Health &amp; Safety Intervention Programs, Behavioural Safety, Application of Behavior Modification Program,</li> </ol>

	<p>Violence Prevention Programs, Human Engineering (5 hours)</p> <p>4. Transactional Analysis: Application of Eric Berne's Theory of Transaction Analysis, Transaction Analysis Assessment, Analysis &amp; Interpretation of Transactions, Johari Window, Application of TA theory in improving Interpersonal Relations at Workplace. (9 hours)</p> <p>5. Managing Workplace Diversity: Cross Cultural Management, Overcoming Glass Ceiling Effect at workplace, Empowering Women employees by empowering men, Strategies to address varied diversity related issues. (4 hours)</p>
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings.	<p>1. Work in the 21st Century: An Introduction to Industrial and Organizational Psychology, Landy, F. J., &amp; Conte, J. M. (2010). Malden, MA: Blackwell Publishing. Latest edition</p> <p>2. Industrial and Organizational Psychology: Research and Practice, Paul E. Spector, Wiley, Latest edition</p>

Code: BBOH012

Employee Engagement

Credits: 2

Objective	<i>At the end of the course</i> , the students will be able to develop effective employee engagement interventions for organizational effectiveness.
Contents	<p>Employee Engagement: Introduction, Essence of Employee Engagement, Categories of Engaged Employees, Drivers of Employee Engagement, Similarities &amp; differences Job Satisfaction, Organizational Commitment, Job Involvement, Organizational Citizenship Behavior &amp; Employee Engagement. (5 hours)</p> <p>Engagement Models (6 hours)</p> <p>Measuring Engagement: Measuring Engagement Levels using an appropriate scale– India vs. World, Challenges ahead for Employee Engagement. (6 hours)</p> <p>Benchmarking Employee Engagement: Benchmarking Practices in – Reward &amp; Recognition, Communication, Learning &amp; Development, Employee Well Being, Performance Management, Work Life Balance &amp; Employee Engagement, Managerial Strategies for Enhancing Engagement Levels (7 hours)</p> <p style="text-align: right;"><a href="#">(Back to Index)</a> <a href="#">(Back to Agenda)</a></p>

	Interventions in Employee Engagement. (6 hours)
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
References/ Readings.	<ol style="list-style-type: none"> <li>1. Employee Engagement, Sengupta D., Ramadoss S. ArEmm International, First Edition.</li> <li>2. The Essential Guide to Employee Engagement, Cook S. Kogan Page Publishers</li> </ol>

**Annexure 2**  
**Master of Business Administration**  
**Syllabus for MBA Course**  
**Core Business Courses**

MBCB012	Business Research Methods	2 Credits
MBCB013	Management Accounting	2 Credits
MBCB014	Strategic Management	2
Credits		

**Code: MBCB 012**

**Business Research Methods**

**2 Credits**

<u>Objective:</u>	The course would enable the participants to define research problem, arrive at appropriate research design, conduct research, draw conclusions and recommendations and implement research results.
<u>Content:</u>	<p><b>Introduction</b> Research Problem, Framing of Research Question, Research Design, Qualitative Design, Descriptive Design, Experimental Design, Constructs, Variables, Statement of Hypotheses. Measurement and Scaling, Nominal, Ordinal, Interval, Ratio. (8 hours)</p> <p><b>Data Collection</b> Questionnaire Design, Data Collection, Nature of Sampling, Steps in Sampling, Probability Sampling, Non probability Sampling, Determination of sample size (7 hours)</p> <p><b>Data Management and Basic Analysis</b> Coding and Entering of Data, Managing Data, Methods of Analysis such as Descriptive Statistics, Frequencies, Cross Tabulation, T Tests, Analysis of Variance (ANOVA), Correlation. (7 hours)</p> <p><b>Multivariate Analysis and Reporting</b> Regression, Simple Regression, Multiple Regression, Factor analysis, Cluster analysis Interpretations of Results, Report Writing, Familiarity with the usage of a statistical package like Statistical Package for Social Sciences (SPSS). (8 hours)</p>



<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Cooper D R and Schindler, "Business Research Methods", Tata McGraw-Hill, New Delhi, Latest Edition</li> <li>2. Zikmund W G, "Business Research Methods"; Thomson Learning, Indian Reprint, Latest Edition.</li> </ol>

**Code: MBCB013**

**Management Accounting**

**2 Credits**

<u>Objective:</u>	At the end of the subject, the students will be able to take managerial decisions considering the impact of costs on the operations of an organisation.
<u>Content:</u>	<p><b>Cost concepts</b> Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet. (4 Hours)</p> <p><b>Decisions using the costing data</b></p> <p><b>Cost Volume Profit Analysis (CVP Analysis), Marginal Costing</b> Cost Volume Profit Analysis for making managerial decision. Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing, Key Factors (10 Hours)</p> <p><b>Variance Analysis</b>  Direct, Indirect Cost Variance (Material, Labour, Fixed &amp; Variable Overhead Variance, Calendar Variance, Capacity Variance), Revenue &amp; Profit Variance. (10 Hours)</p> <p><b>Activity based costing (ABC)</b> Design a traditional Activity based Cost System, Use information from ABC to improve operations, assign marketing, distribution, and selling expenses to customers, analyse and manage customer profitability. (6 Hours)</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in

	nature to enable peer group learning.
<u>References/Readings</u>	<ol style="list-style-type: none"> <li>1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar, Management Accounting, Pearson Education Publication, Latest Edition.</li> <li>2. William Lanen, Shannon Anderson &amp; Michael Maher, Fundamentals of Cost Accounting, Tata McGraw Hill Publication, Latest Edition.</li> <li>3. Satish B. Mathur, Accounting for Management, McGraw Hill Publication, Latest Edition</li> </ol>

**Code: MBCB014**

**Strategic Management**

**2 Credits**

<u>Objective:</u>	<p>At the end of the subject, the student will have the competencies to:</p> <ol style="list-style-type: none"> <li>1. Analyze the structure of any industry,</li> <li>2. Indicate sustainable strategies for firms for competitive advantage,</li> <li>3. Identify organizational structure to support the strategies and</li> </ol>
<u>Content:</u>	<p><b>Introduction to Strategy</b></p> <p>Strategy meaning &amp; importance, Strategy development process, Vision, Mission statements, Objectives of the company. (3 Hours)</p> <p><b>External and Internal Analysis of Firms</b></p> <p>Evaluating company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Evaluating company's internal environment (Strength Weakness Opportunity Threats (SWOT) Analysis), resource capabilities, &amp; competitive environment (12 Hours)</p> <p><b>Crafting Strategy</b></p> <p>Five generic competitive strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy. (7 Hours)</p> <p><b>Strategy Implementation</b></p> <p>Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy. (8 Hours)</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or

	a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
<u>References/Readings</u>	<ol style="list-style-type: none"><li>1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III &amp; Arun K. Jain, "Crafting and Executing Strategy", MacGraw Hill Publication, Latest Edition.</li><li>2. Bowman, Cliff: 'The Essence of Strategic Management'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.</li><li>3. Faulkner, David and Cliff Bowman; 'The Essence of Competitive Strategy'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition.</li><li>4. Industry notes and business stories from popular business periodicals, databases.</li></ol>

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