

MBA Semester III(2024-2025)

Course	Subject code	Title	Internal	External	Total	Lecture	Tutorial	Practical	Credits	Teaching hours
Course 15 (core)	F010915	Managing Innovation and Entrepreneurship	30	70	100	3	1	0	4	4
Course 16 (core)	F010916	Business Ethics, Corporate Social Responsibility and Governance	30	70	100	3	1	0	4	4
		Any Two specialization								
		Finance specialization								
Course 18	F010918	Security analysis and portfolio management	30	70	100	3	1	0	4	4
Course 19	F010919	International financial management	30	70	100	3	1	0	4	4
		Marketing specialization								
Course 20	F010920	Advertising and brand management	30	70	100	3	1	0	4	4
Course 22	F010922	Consumer behavior	30	70	100	3	1	0	4	4
		HR specialization								
Course 23	F010923	Leadership, team work and change management	30	70	100	3	1	0	4	4
Course 25	F010925	Industrial relations management	30	70	100	3	1	0	4	4
Course 26	F010926	Industrial training	-	-	100	3	1	0	4	4
Course 27	F010927	Viva- voce	-	-	100	3	1	0	4	4
Total					700	21	7	0	28	28

Programme/ Class: PG Degree		Year: II	Semester: III
Subject: MBA			
Course Code: F010917		Course Title: Managing Innovation and Entrepreneurship	
Course outcomes :			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1.To develop understanding of key concepts of entrepreneurship and its application in business opportunities.	Understand (K2) Apply(K3)	
2	CO2.To learn creative process and design thinking for innovation.	Remember (K1) Create (K6)	
3	CO3.To plan business models and strategies for entrepreneurial venture.	Remember (K1) Understand(K2)	
4	CO4. To develop insight and learn application of customer value proposition, market research financing and IPR for entrepreneurship.	Understand(K2) Apply(K3) Remember (K1)	
Credits: 4		Core Compulsory/ Elective: Core Compulsory	
Total No. of Lectures- Tutorials- Practical (in hours per week): L-3, T-1,P-0			
Unit	Topics	No. of Lectures	
	Part-I	45	
I	Define Entrepreneurship, Entrepreneurship domain, Managers Entrepreneurs and Entrepreneurial Managers, Entrepreneurship and small business Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, Models of Entrepreneurial Motivation, Factors influencing Entrepreneurial Behaviour. Entrepreneurial Process Model, 3M Analysis for opportunity screening, New Venture creation process, Process of Enterprise formation.	10	
II	Importance of creativity management, Creative thinking process, key stages of the creative process, core components of individual creativity, Design thinking, Use of design thinking for innovation, Link between creativity and innovation, Defining Innovation, types of innovation, innovation life cycles, sources of innovation, Strategies to encourage innovation , Creating Innovation Organization, Adoption and Diffusion of Innovation, Innovation Paradigms, Theories of Diffusion, Diffusion Adoption Patterns, Innovation Decision process, Innovation Adoption in Organization, Innovation Adoption Model, Innovation Diffusion as a Social Process, Failure of Innovation Diffusion.	11	
III	Approach to innovation and entrepreneurship to small, medium, and large corporations, innovation and entrepreneurship in the context of small and medium enterprises (SME' s) and large corporations, open innovation, process of innovation, radical innovations and incremental innovations, Impact of changing environment on innovation and entrepreneurship, Role of strategic management in the development of an innovative And entrepreneurial organization, Link between innovation and entrepreneurship with strategy, internal organizational characteristics for innovation and entrepreneurship , Disruptive Innovation, Pathways for Disruptive Innovation, Screening Opportunities and Assessing Markets, Causes of Innovation	12	

	Failure, Customer Proposition, Market Capital, Securing Exit Strategy	Development Research, Debt financing, Equity financing,	Process, Customer of Entrepreneurial capital, Venture capital,	Value
IV	<p>Innovation and entrepreneurship in domestic and international business, Planning Business Models and Strategy, Developing Entrepreneurial strategy, Strategy development framework, Risk Management in Innovation, Planning and entrepreneurial risk perception. Innovations through individuals and teams to meet customer demands, entrepreneurial behaviors for individuals and teams to identify and exploit opportunities, integration of entrepreneurship and marketing for market oriented and customer focused innovations. Intellectual Property Management, Nature of Intellectual Property, IP Rights, Copyright, Confidentiality and Trade Secrets, Developing an IP Strategy, Licensing. Social Entrepreneurship and Innovation, Developing a Social Economy, Social Enterprise, Social Entrepreneur, Cooperative and mutual enterprises, Business Cooperative Model, Social enterprise and the role of Cooperatives, Cooperatives Life-cycle Model, Strategies for enhancing Social Entrepreneurship and Social Innovation.</p>			12

Suggested Readings:

1. Hisrich, Robert D. & Kearney, Claudine, "Managing Innovation and Entrepreneurship", Sage Publications Ltd., 2014.
2. Mazzaro, Tim and Reboud, Sophie, "Entrepreneurship and Innovation: Theory, Practice and Context", 4th Edition, Springer, 2020.
3. Drucker, P., "Innovation and Entrepreneurship", Routledge, 2014.
4. Shukla, M., "Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism", Sage Publications Pvt. Limited, 2019.
5. Kumar, A., "Entrepreneurship: Creating and Leading an Entrepreneurial Organization", Pearson Education, 2012

Suggested equivalent online courses:

1. <https://swayam.gov.in>
2. <http://egyankosh.ac.in/>
3. <http://nptel.ac.in/>
4. <https://egyankosh.ac.in/handle/123456789/17423>
5. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==>

Subject: MBA

Course Code: F010918

Course Title: Business Ethics, Corporate Social Responsibility and Corporate Governance

Course outcomes: On completion of the course, the learner will be able to

CO 1. Understand and evaluate ethical issues in corporate governance and various factors influencing ethical decision making.

CO 2. Comply with statutory provisions related to business ethics in India.

CO 3. Identify sustainability issues and develop corporate social responsibility strategy and practices.

CO 4. Develop understanding of the global perspective of corporate governance theories and models.

Credits:4

Core Compulsory/Elective: Core Compulsory

Total No. of Lectures-Tutorials-Practical (in hours per week): L-3T-1P-0

Unit	Topics	No. of Lectures
	Part I	45
I	Concept of Business Ethics, Elements of Business Ethics, History and development of Business Ethics, Can Ethics be taught?, Why Ethics matters in Business? Ethics and Law, Relationship between Business and Ethics: Unitarian View of Ethics, Separatist View of Ethics, Integration View of Ethics, Why be ethical in business? Who cares?, Pressure Points For Ethical Behavior. Emerging Ethical Issues and Dilemmas in Business Lying, Bullying, Discrimination, Sexual Harassment, Fraud, Corporate Espionage, Insider Trading, Environmental Issues, Sexual Harassment, Misuse of Organizational resources, Privacy Concerns, Employee Theft, Conflict of Interest etc. ; Ethical Corporate Behavior. Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces. Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism. Contemporary Moral Philosophies: Contractarianism, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).	13
II	Institutionalization of Business Ethics in India: Environment Laws, Antitrust Laws, Consumer Protection Laws, Investor Protection, Intellectual Property Right Laws, Corruption Prevention Laws, and Laws Promoting Equity and Safety at Workplaces. Ethics in marketing (consumer rights, advertising, dumping). Ethics in finance (financial disclosures, insider trading, window dressing). Ethics in information technology and systems usage (data confidentiality). Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading). Traditional and Contemporary Moral Philosophies: Teleology: Egoism, Utilitarianism, Deontology: Categorical Imperative of Kant, Hypothetical Imperative, Justice Theory of Rawls', Virtue Theory of Aristotle, Ethical Relativism. Contemporary Moral Philosophies. Contractarianism, Kohlberg's Cognitive Moral Development Theory and Heinz Dilemma, Feminist care ethics, Integrated Social Contract Theory (ISCT).	12

III	Individual Ethics Management: Ethical Dilemma; Ethical Decision Making Models-Utility, Rights, Justice and Caring (URJC)Model, Janus Headed Model; Steps for Taking Good Ethical Decision; White Collar Crimes and Reason for its Growth. Organizational Ethics Management: Organizational Culture and Ethical Climate, Danger Signs of Ethical Risk in Organization, Whistle blowing in organizations: Tips for whistle blowing and the process of handling whistle blowing in organizations. Leadership and Ethics, Leadership and use of power to shape an ethical corporate culture, Use of Developing, Managing and Controlling Good Ethics Programinan Organization, Ethics Audit, Mechanism to Resolve Ethical issues in Organization.	10
IV	Definition of CSR, Importance and Limitations of CSR, Identifying and Defining Social Problems, Preventing and Solving Social Problems, Historical Evolution of CSR, Development of CSR in Modern India, Work life in Indian Philosophy: Indian ethos for work life, Indian values for the workplace, Work-life balance. Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship Values - Concept & Relevance in Business, Types of values, Values & ethical behavior, Professional values. Trusteeship, Types of CSR: Carroll's Pyramid, Triple Bottom Line and Environmental Sustainability, Cause Related Marketing, CSR Standardization, Developing an Effective CSR Strategy. Importance of Corporate Governance, Principles of Corporate Governance, Models of Corporate Governance: Anglo-American Model, German Model, Japanese Model, Issues in Corporate Governance. Development of Corporate Governance in US, UK and India. Theories of Governance: Agency Theory, Shareholder Theory, Stakeholder Theory, Stewardship Theory.	10

Suggested Readings:

1. Hill, Charles W. L., Jones and Gareth R., "Essentials of Strategic Management", Cengage Learning, 3rd Edition.
2. David, Fred R., David, Forest R., and Kansal, Purva, "Strategic Management Concepts: A Competitive Advantage Approach", Pearson, 16th Edition.
3. Kumar, Shailendra and Rai, Alok Kumar, "Business Ethics", Cengage Publishing House, 2019, 1st edition
4. Linda K. Trevino, Katherine A. Nelson (2017); Managing Business Ethics: Straight Talk about How to Do It Right, Wiley Publishing House, 6th Edition.
5. Callahan, D. (2004); The Cheating Culture: Why More Americans are Doing Wrong to Get Ahead (Harcourt, Inc., Orlando, FL).
6. Mallin, Chris A. (2011); Handbook on International Corporate Governance: Country Analyses; Edward Elgar. 1st Edition

Suggested Online content:

http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/CORPORATE%20GOVERNANCE%20Handbook%20On%20International%20Corporate%20Governance.%20Country%20Analyses.pdf

<https://ddceutkal.ac.in/Syllabus/BECG -MBA.pdf>

https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/Business%20ethics.pdf

https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001792/M025646/ET/1513854793Module14.pdf

https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001800/M025933/ET/1513942514MODULE_33_Q1_.pdf

Subject: MBA III SEMESTER**Course Code: F010920****Course Title: Security Analysis and Portfolio Management****Course Outcome:**

Course Outcome	Bloom's Taxonomy
CO1. To understand security analysis and its importance	Understand (K2)
CO2. To learn importance of portfolio management in business practices	Remembering (K1)
CO3. To understand the practicality of marketing trends and algorithms of market trends	Understand (K2) Evaluate(K5)
CO4. To analyze impact of derivatives in portfolio management	Understand (K2) Analysing (K3)

Credits: 4**Finance Specialization****Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0**

Unit	Topics	No. of Lectures
I	Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds.	12
II	Technical Analysis: DOW Theory, Types of Charts & its interpretations, Trend Line, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory Diversification and Optimal Portfolios, International Portfolios. Overview of cryptocurrency.	10
III	Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioral Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.	12
IV	Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling on RStudio.	11
	<p>Suggested Readings:</p> <p>Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2020, 11th Edition, New Delhi.</p> <p>REFERENCE BOOKS</p> <ol style="list-style-type: none"> 1. S. Kevin, Security analysis and Portfolio Management, PHI, 2020, New Delhi. 2. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI,2021 3. Reilly, Brown: "Analysis of Investments and Management of Portfolios", Cengage Learning, New Delhi, 2022 4. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, New Delhi, 2013 5. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed. 6. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, TMH, New Delhi,2012 	
	<p>E-Content Links –</p> <p>http://egvankosh.ac.in/</p> <p>http://epgp.inflibnet.ac.in/</p>	

Programme/Class: PGDegree		Year:2	Semester: III
Course Code: F010921		Course Title: International Financial Management	
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1. To understand foundations of international finance in international business practices	Understand (K2)	
2	CO2. To Learn importance of international trade organizations or corporation in international business	Remembering (K1)	
3	CO3. To understand importance of managing foreign exchange exposure in international business	Understand (K2) Evaluate(K5)	
4	CO4. To get insights of cross broader acquisitions and investments in international business	Understand (K2) Analysing (K3)	
Credits: 4		Finance Specialization	
Total No. of Lectures-Tutorials-Practical (in hours per week): L-3 T-1P-0			
Unit	Topics	No. of Lectures	
I	Foundations of international financial management: globalization and multinational firm, rewards and risk of international finance; goals for international financial management; exposure to global risk; international monetary system; balance of payments; foreign exchange markets; international parity relationships; forecasting foreign Exchange rates.	12	
II	International financial markets and institutions: international Banking and money market; international bond market; international equity markets; futures and options on foreign exchange; currency and interest rate swaps; international portfolio investment.	10	
III	Foreign exchange exposure and risk management: management of economic exposure; management of transaction exposure; management of translation exposure; management of political exposure; management of interest rate exposure; hedging against foreign exchange exposure; hedging through mixed currency invoicing; country risk analysis. Transfer pricing strategies.	12	
IV	Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management, Valuing Cross-border investments, international tax environment; corporate governance around the world.	11	
Suggested Readings:			
<ol style="list-style-type: none"> 1. Vyuptakesh Sharan - International Financial Management- _PHC : Sixth Edition ; 2012 2. P.G.Apte- International Financial Management - Tata McGraw Hill- New Delhi, Eighth Edition ; 2020 3. Jeff Madura- International Financial Management -Cengage Learning Sixth Edition ; 2007 4. Eun & Resnic- International Financial Management – Mc Graw Hill, 2020 5. Alan C Shapiro – Multinational Financial Management - John Wiley and Sons Ltd, 2020 			
E-Content Links –			
http://egyankosh.ac.in/ http://epgp.inflibnet.ac.in/			

Programme/Class: PG Degree	Year: 2	Semester : III
Subject: MBA		
Course Code: F010922	Course Title: Advertising & Brand Management	
Course outcomes : At the end of the course, the learner will be able to: <ul style="list-style-type: none"> • Understand the fundamentals of Advertising and Brand Management. • Comprehend the role of advertising agencies. • Appreciate the key challenges in creating and managing brands 		
Credits:4	Core Compulsory/ Elective: Core Compulsory (Marketing Specialization)	
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3 T-1P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Understanding Marketing Communication- Objective of Marketing Communication, Communication Model. Introduction to Advertising, Meaning, Classification and Importance of Advertising, Role of Advertising in Marketing Mix, Stimulation of Demand, Effects of Advertising. Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, Hierarchy-of-Effects Model.	12
II	Advertising Agencies–Role, Functions, Organization, Agency Compensation, Client Agency Relationship, Account Planning. Evaluating Advertising Effectiveness - Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.	12
III	Introduction to Branding and Brand Management - The role of Brands, Brand knowledge, Brand portfolios and market segmentation, Process of brand building, Identifying and Establishing brand positioning, Defining and establishing brand values.	11
IV	Building Brand Equity - Brand Equity Models. Brand Resonance, Brand Identity and Brand Image. Brand architecture, Brand Hierarchy. Branding Strategy- Brand extension and brand transfer, Managing brand over Time. Managing brands over geographic boundaries	10
Suggested Readings:		
<ol style="list-style-type: none"> 1. Belch,G.E.andBelch,M.A.,“AdvertisingandPromotion:AnIntegratedMarketingCommunicationPerspective”McGrawHill,New York,13th Edition. 2. Aaker,D.andJoachimsthalerE.,“BrandLeadership:TheNextLeveloftheBrandRevolution”.TheFreePress,NewYork. 3. Keller,K.L.,“StrategicBrandManagement”,Pearsoneducation, NewDelhi,5th Edition 		
Suggested equivalent online courses:		
https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg== https://josephscollege.ac.in/lms/Uploads/pdf/material/Advertising & Brand Management Notes.pdf https://ddceutkal.ac.in/Syllabus/MCOM/Advertising Brand Management.pdf https://www.eiilmuniversity.co.in/downloads/Advertising-Management .		

Programme/ Class: PG Degree	Year: 2	Semester: III
Subject: MBA		
Course Code: F010924	Course Title: Consumer Behaviour	
Credits: 4	Core Compulsory/ Elective: Core Compulsory (Marketing Specialization)	
Total No. of Lectures-Tutorials-Practical (in hours per week):L-3T-1P-0		
Unit	Topics	No. of Lectures
	Part I	45
I	Introduction to Consumer Behavior: Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making– Factors influencing consumption decisions, Process and Models of Consumer Decision Making.	11
II	Micro Influences on Consumption: Needs, Motives & Consumption- Needs and goals, Theories of Motivation. Personality-Nature and Theories of Personality, Behavioral traits of consumers, Self -concept and consumption, Brand Personality, Role of Emotions. Consumer Perception – Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning– Elements of learning, Theories of Learning, Consumer Involvement. Consumer Attitude – Attitude formation, Models of consumer attitude formation.	13
III	Macro Influences on Consumption: Social Influences on Consumer Behavior – Consumer socialization, Family and life cycle, family’ s supportive roles, family’ s decision making and consumption related roles. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes, children’ s influence on social class and lifestyles.	11
IV	Cultural Influences on Consumer Behavior -Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior.	10
Course outcomes		Bloom’ s Taxonomy
CO1: Develop knowledge and understanding of consumer behavior and Models of CB.		Understand(K2)

CO2: Develop an understanding of micro influences on consumer buying behavior	Understand (K2)/ Apply (K3)
CO3: Develop an understanding of macro influences on consumer buying behavior	Understand (K2) Apply (K3)
CO4: Develop an understanding of Cultural factors that influence consumer buying behavior	Understand (K2)/ Apply (K3)

Suggested Readings:

1. Suja. R. Nair (2015); Consumer Behaviour in Indian Perspective; Himalaya Publishing House.
2. Schiffman & Kanuk (11th edition, 30 November 2014); Consumer Behaviour; Pearson.
3. Loudon & Bitta (4th edition, 1 July 2017); Consumer Behaviour; McGraw Hill Education.
4. Bennet & Kasarijan (1972); Consumer Behaviour; Prentice Hall.

This course can be opted as an elective by the students of following subjects: Marketing

Suggested Continuous Evaluation Methods:

In addition to the theoretical inputs the course will be delivered through Assignments, Presentation, Group Discussions. This will instill in student a sense of decision making and practical learning.

Suggested equivalent online courses:

- <https://nptel.ac.in/courses/110105054>
- <https://nptel.ac.in/courses/110105074>
- <https://nptel.ac.in/courses/110105029>

Further Suggestions/ E-content Links:

- <http://www.ignouhelp.in/ignou-mmpm-01-study-material/>
- <https://epgp.inflibnet.ac.in/>

Program/Class: PG Degree	Year: II	Semester: III
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Subject: **MBA**

Course Code: F010925	Course Title: Leadership, Teamwork and Change Management
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Course outcomes :

S.No	Course Outcome	Bloom's Taxonomy
1	CO1.Understand and apply leadership approaches and leadership ethics in an organization.	Understand(K2) Apply(K3)
2	CO2.Understand techniques to develop teamwork and leadership behaviour.	Understand(K2) Remember (K1)
3	CO3.Develop insight on the various theories related to leadership and analysis of financial and non-financial incentives.	Analyze (K 4) Understand(K 2)
4	CO4.Build competency on implementation aspects of Organization Development interventions to bring change at different levels of the organization.	Understand(K2) Remember (K1)

Credits: 4	Core Compulsory/Elective: Core Compulsory (HR Specialization)
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Total No. of Lectures- Tutorials- Practical(in hours per week):**L-3,T-1,P-0**

Unit	Topics	No. of Lectures
	Part - I	45
I	Leadership: concept and definition of leadership, Leader, vs manager, characteristics of leadership, role and importance of leadership, intellectual leaders, autocratic leaders, democratic leaders, persuasive leaders, creative leaders, institutional leaders, charismatic leaders, Transformational leaders and Transactional leaders.Trait theory, behaviour theory, Ohio studies, situational theory, path goal theory. Autocratic or authoritarian style of leadership, democratic or Participative style of leadership and Laissez-faire or free-rein. Style. Continuum of leader, , functions of leadership, managerial grid approach, leadership, effectiveness, factors influencing leadership effectiveness, emerging leadership qualities.	13
II	Teams: concept and definitions of teams, nature of work team, team versus group, problem-solving teams, self, manage teams, cross functional teams, task force or action teams, attributes of high-performance teams, stages of team development punctuated equilibrium model. Group decision making, characteristics of decision making, advantages of group decision making, potential, dangers of group decision-making, group think, group, shift, or polarization, techniques of group decision-making. Meetings: meeting and purpose of meeting, importance & procedure of convening, a meeting, role of chairperson, role of participating member, role of secretary, convenor, minutes of meeting and minutes versus report.	12
III	Interpersonal Behaviour: transactional analysis, analysis of ego states, stroking,types of transactions, Analysis of life, positions, script analysis, appraisal of transactional analysis and Johari Windows concept. Motivation: concept and definition, need, and significance, Maslow's Need Hierarchy Model, Herzberg's Motivation-Hygiene Model, McClelland's Theory, Expectancy Model, Equity Theory, McGregor's Theory and Theory Y Theory Z, Types of Motivation, Financial and Non-Financial Incentives.	10

IV	Management of change: concept and nature of change, forces for change, plant, change, causes of resistance for change, strategy to overcome resistance for change and management of change. Organisational Development: techniques of organisational development and organisational development interventions. Organisational culture and climate: concept of organisational culture, role and significance of organisational culture, types of organisational culture, creation of culture and maintaining the organisational culture. Organisational climate: concept of organisational climate, organisational climate and effectiveness, employee morale and morale and productivity.	10
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Suggested Readings:

1. Chatterjee, Debashis, "Timeless Leadership: 18 Leadership Sutras from The Bhagavad Gita", John Wiley & Sons Singapore Pte. Ltd., Singapore, 2012.
2. Pattanaik, Dev Dutt, "The Leadership Sutra", Aleph Book Company, India. 2016.
3. Northouse, Peter G., "Leadership Theory and Practice", Sage Publication, 2018. Eighth Edition.
4. Bhattacharyya, Som Sekhar and Jha, Sumi, "Strategic Leadership Models and Theories – Indian Perspective", Emerald Publishing, 2018.
5. Robbins, Stephen P., Judge, Timothy A., Vohra, Neharika, "Organizational Behaviour", Pearson, 2018, 18th Edition.
6. Anderson, D.L., "Organization Development: The Process of Leading Organizational Change", Sage Publications, 2019.

Suggested equivalent online courses:

6. <https://swayam.gov.in>
7. <http://egyankosh.ac.in/>
8. <http://nptel.ac.in/>
9. <https://egyankosh.ac.in/handle/123456789/17423>
10. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==>

Programme/Class: PG Degree		Year: II	Semester: III
Subject: MBA			
Course Code: F010927		Course Title: Industrial Relations Management	
Course Outcomes :			
S. No.	Course Outcome	Bloom's Taxonomy	
1	CO1. Describe the concept and scope of Industrial relations and various industrial disputes strikes, lock outs etc.	Understand (K2) Remember (K1)	
2	CO2. Predict and develop analytical abilities to deal with the issues of the union and workers.	Understand (K2) Remember (K1)	
3	CO3. Be able to develop deep insight on the statutory provisions for industrial employment.	Remember (K1) Understand (K2)	
4	CO4. To learn and find out applications of disciplinary procedures and various regulatory contract acts related to industries.	Understand (K2) Remember (K1)	
Credits: 4		Core Compulsory/Elective: Core Compulsory (HR Specialization)	
Total No. of Lectures- Tutorials- Practical (in hours per week): L-3, T-1, P-0			
Unit	Topics	No. of Lectures	
	Part - I	45	
I	Industrial relations, concept, nature, scope, factors affecting IR, importance, objectives, parties & approaches to IR. Changes in industrial environment, features of industrial labour, migration of rural labours to urban areas, Evolution of industrial relations, stages in evolution of industry. Industrial dispute: severity of industrial dispute, weapons of labour, weapons of management, causes and impact. The industrial disputes act 1947: definitions, authorities under the act, procedures & powers of the authorities, voluntary reference of dispute to arbitration, Award and settlement, prohibition of strikes and lockouts, strike and lock outs in an industrial establish meant, penalties for illegal strikes and lock outs.	12	
II	Trade unions, concept, functions, need and objectives, why do workers join trade unions?, State of working conditions around 1850, the beginning of trade union movement 1875-1925, trade unionism after independence, politicalisation of trade unions. Trade Union Act-1926-Definitions, objectives, provisions relating to registration & recognition of unions, rights and liabilities of unions, dissolution of unions, penalties and procedures. Collective Bargaining – Meaning, objective, functions, types of bargaining, bargaining process, Essentials of successful collective bargaining, Collective bargaining in Indian context. Worker's Participation in Management – Concept, significance, pre-requisites of WPM, levels and forms of WPM, WPM in Indian context.	12	
III	The industrial employment standing orders Act: definitions, procedure for certification of standing orders, powers of the appropriate Government. Discipline and grievance procedure: concept and nature of discipline, principles of industrial discipline, code of discipline. Grievance in industry: concept and nature of employee grievance, handling of grievance, grievance procedure, grievance procedure in Indian industry disciplinary procedure, suspension, dismissal, acts of misconduct. Domestic Enquiry: concept and process of domestic enquiry, preliminary enquiry, framing of charges, services of the charge sheet, reply to the charge sheet, choice of the enquiry officer, notice of enquiry and its service,, Choice of prosecution and presenting officer, other facilities, enquiry, proper, findings, imposition of the punishment, communicating the order of punishment. And intervention by the court.	12	

IV	Employee, health and safety: medical aid, environmental hygiene, statutory provisions for health of workers, industrial safety, industrial accidents, measures for ensuring industrial safety, statutory provisions for ensuring industrial safety. Indian factories act 1948: definitions, inspection of factories, health of workers in factories, safety of workers in factories, provisions related to hazardous processes, provisions related to welfare, working hours for adults, employment of women, employment of young persons, annual leave with wages, occupational hazards. Social security: concept, objectives and methods of social security, international labour, organisation and social security, social Security in India, employees, State insurance act 1948, workmen, compensation act 1923, the maternity benefit act, 1961 and the employee provident fund and miscellaneous provisions act 1952.	9
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Suggested Readings:

1. Sharma, R.C., "Industrial Relations and Labour Legislation", PHI Learning Private Limited, Delhi, 2016.
2. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2012, Sixth Revised Edition.
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12. https://labour.gov.in/sites/default/files/224088_compressed.pdf
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1. <https://swayam.gov.in>
2. <http://egyankosh.ac.in/>
3. <http://nptel.ac.in/>
4. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==>