

MBA: Second Year - First semester
V21MBT14: BUSINESS POLICY AND CORPORATE STRATEGY
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Understand the concept of business policy and strategic management in detail. (K2)

CO2: Examine various models for appraising an organization's external environment. (K3)

CO3: Analyze various strategies formulated at corporate, business and functional levels. (K4)

CO4: Understand strategy implementation procedure in detail. (K2)

CO5: Analyze the performance of strategies designed and applied at various levels of business. (K4)

UNIT 1

Introduction: The concept and evolution of Business Policy- Vision, Mission and Objectives- Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

UNIT 2

Environmental Scanning and leadership: External Environment Appraisal using PESTEL, Competitor Analysis using Porter's 5-Forces model, Environmental Threat and Opportunity Profile (ETOP), Porter Value chain Analysis, Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP), SWOT Analysis. Key strategic leadership actions.

UNIT 3

Strategy Formulation: Strategic alternatives at corporate level: concept of grand strategies, Strategic choice models - Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, BCG, GE Nine Cell Matrix Strategic alternatives at business level: Michael Porter's Generic competitive strategies, Formulation of strategy at corporate, business and functional levels. Red Ocean and Blue Ocean Strategies

UNIT 4

Strategy Implementation: Developing short-term objectives and policies, functional tactics, and rewards, Structural Implementation: an overview of Structural Considerations Behavioral Implementation: an overview of: Leadership and Corporate Culture Mc Kinsey 7-S Framework.

UNIT 5

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Vijaya Kumar P, Hitt A: **Strategic Management**, Cengage learning, New Delhi, 2010
2. John A Pearce, Amita Mital: **“Strategic Management”**, TMH, New Delhi, 2012. Mohapatra: **“Cases Studies in Strategic Management”**, Pearson, New Delhi, 2012
3. Adrian Haberberg & Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010
4. P. Subba Rao: **“Business Policy and Strategic Management”** Text and Cases, Himalaya Publishing House, New Delhi, 2011
5. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: **“Strategic Management and Business Policy”**, Excel Books, New Delhi, 2012

MBA: Second Year - First semester
V21MBT15: CONSUMER BEHAVIOR
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand the concept of Consumer Behavior and various models of buyer behavior. (K2)
2. Identify various behavioral aspects based on psychological foundations of CB. (K2)
3. Understand the factors influencing consumer behavior. (K2)
4. Understand the importance of communication on consumer behavior. (K2)
5. Identify the roots of consumerism. (K2)

UNIT-1

Introduction to Consumer Behavior:

Understanding consumers and market segments. Evolution of concept of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model

UNIT-2

Psychological Foundations of Consumer Behavior:

Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

UNIT-3

Consumer Behavioral Influences:

Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence

UNIT-4

Communication and Consumer Behavior:

Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes,

Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior

UNIT-5

Consumerism:

The roots of consumerism, consumer safety, consumer information, Environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.

MBA: Second Year - First semester
V21MBT16: RETAIL MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

- 1: Understand the basic structure of Retail business in India. (K2)
- 2: Understand various retail strategies in practice. (K2)
- 3: Interpret the importance of location in making a retail business successful. (K2)
- 4: Apply basic operations in retail business in real life environment. (K3)
- 5: Examine the technical and financial aspects of retail business besides report preparation. (K3)

UNIT 1

Basics of Retailing: Retail and Retailing, Functions of Retailers, Types of Retailers, Benefits of a self service store, Evolution of Modern Retail, Understanding Barcoding, Multi-channel Retailing.

UNIT 2

Retail Strategies : Building sustainable competitive advantage, Strategic Retail planning process, Merchandising principles, Smart Pricing, Purchasing staples and branded FMCG items, Manpower planning and scheduling, Retail life Cycle

UNIT 3

Retail Location: Types, Location advantages, Finding the right place, core catchment area, Getting the right layout, Strategic profit model.

UNIT 4

Store operations : Inventory Management, Plan-O-Gram, Store manager routine and checklist, The cashier process, Cash management at Till, Billing process, Managing pilferage, Customer relationship management, periodic stock taking, Day-to-day security and loss prevention.

UNIT 5

Retail Monetary actions: Costs of running a supermarket, Key performance Indicators, Retail automation, MIS and business reports, Licenses and permissions required, Models of retail franchising.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. A.J.Lamba (2011): “The Art of Retailing”, Tata McGraw Hill Education Pvt Ltd, New Delhi
2. Sivakumar A (2007): “Retail Marketing”, Excel Books, New Delhi.
3. Sheikh and Kaneez Fatima (2012): “Retail Management” Himalaya publishing house, Mumbai.
4. SwapnaPradhan (2012): “Retail Management”, Tata McGraw Hill, New Delhi.

MBA: Second Year - First semester
V21MBT17: DIGITAL & SOCIAL MEDIA MARKETING
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Understand the basic fundamentals of evolution of Digital Marketing. (K2)

CO2: Apply SEM tools in managing promotional activities. (K3)

CO3: Employ SEO techniques to optimize the Website. (K3)

CO4: Assess the importance of SMM & Affiliate Marketing tools. (K3)

CO5: Construct and examine the reports generated under Analytics. (K4)

UNIT 1

Overview of Digital Marketing: Concept of Digital Marketing – Evolution of digital communication through ages & Evolution of Digital Marketing. Concepts of Web 1.0, Web 2.0, Web 3.0 or Semantic Web, Web 4.0 or Symbiotic Web. Key drivers for Digital Marketing in India – Digital Marketplace. Digital Marketing Funnel, various tools available in Digital Marketing landscape.

UNIT 2

Search Engine Marketing/Google Ads: Understanding Ad words, Ad words Account structure, Ad Network & Ad types, Keyword Match types, Ad rank, Quality score calculation, Difference between Max CPC & Actual CPC, Keyword planning and control, Bidding Strategies, Creating Ad campaigns (Search and Display only)

UNIT 3

Search Engine Optimization (SEO) & E Mail Marketing: Anatomy of a Website; Paid, Owned and Earned Media; Search Engine working methodology, Keyword Research Techniques, On-Page Optimization elements like Website Architecture. Off-Page Optimization Techniques. E-Mail Marketing-Basics, 4 Stage E Mail Marketing process: Data, Design, Delivery & Discovery.

UNIT 4

Social Media & Affiliate Marketing: Importance of social media, social media-Disruption of Traditional Media, Benefits of Social Media Marketing, Essentials of a successful Social Media Marketing Strategy, Engagement Metrics, Reach Metrics & Conversion Metrics; Affiliate Marketing – Parties in Affiliate Marketing. Difference between Affiliate & Influencer Marketing, Process of being an Affiliate Marketer, Briefing on Amazon Associates Affiliate Program.

UNIT 5

Google Analytics: Concept of Google Analytics, Analytics Account Structure: Hierarchy of Accounts, Users, Properties & Views. Website data collection, Anatomy of a 'HIT' and most common types of HIT's. Categorizing data into users and sessions. Types of Reports, Metrics under Audience Overview Report, Overview of Acquisition reports and Behavioral reports, Exit Rate Vs. Bounce Rate.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Ian Dodson (2017). 'The Art of Digital Marketing'. - WILEY
2. Puneet Singh Bhatia (2017). 'Fundamentals of Digital Marketing'. Pearson Education.
3. Swaminathan (2019). 'Digital Marketing-Fundamentals to Future'. CENGAGE.
4. Seema Gupta (2017). 'Digital Marketing.' Tata McGraw Hill.
5. Philip Kotler (2017). 'Marketing 4.0: Moving from Traditional to Digital'.
6. Vandana Ahuja (2015). 'Digital Marketing'. Oxford University Press.

MBA: Second Year - First semester
V21MBT18: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Understand the environment of share markets and trading system in stock exchanges.(K2)
2. Find the relationship between risk and return and value the equities and bonds. (K1)
3. Understand the fundamental, technical and efficient market approaches. (K2)
4. Identify portfolio selection through different portfolio theories. (K2)
5. Apply various tools to analyze the performance of mutual funds. (K3)

Unit-I:

Concept of Investment Education: Investment Vs Speculation, Investment alternatives - Investment Process – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

Unit-II:

Equity and Bond Valuation Models: – Equity Shares valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; concept of Bond. Zero coupon bond, YTM, YTC. Bond valuation (Simple Problems)

Unit-III:

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

Unit-IV:

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model (SIM) and Capital Asset Pricing Model (CAPM).

Unit-V:

Portfolio Evaluation of Mutual funds: Concept and Objectives, Functions and Classification of Mutual Funds- SEBI- Guidelines for Mutual Funds, Performance Evaluation of Portfolios; Sharpe-Jenson – Fama Models for Evaluation of Mutual funds (Problems).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. S.Kevin: "Security Analysis and Portfolio Management", PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: "Security Analysis and Portfolio Management", Vikas Publishing House, N
3. Sudhendra Bhat: "Security Analysis and Portfolio Management", Excel Books, New Delhi, 2009.
4. Shashi K Gupta: "Security Analysis and Portfolio Management", Kalyani Publishers, New Delhi, 2010
5. Prasanna Chandra, "Investment Analysis and Portfolio Management", 3/e Tata McGrawHill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham : "Investment Analysis and Portfolio Management" Pearson Education. New Delhi, 2009.

MBA: Second Year - First semester
V21MBT19: BANKING AND INSURANCE MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

1. Interpret the basic institutional and practical knowledge of Banking and Insurance. (K2)
2. Apply the practical knowledge of bank credit system and non-performing assets in real scenario. (K3)
3. Recognize the new innovations and regulations in the banking sector. (K2)
4. Interpret the types of insurance and their importance. (K2)
5. Understand the concept of general insurance and its practical applicability. (K2)
6. Identify and understand the practical issues in banking and insurance sectors. (K2)

UNIT 1

Introduction to Banking: Meaning of a Bank and Customer- Bank and customer Relationship – Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Classification of Banks - Role of commercial banks in Economic Development

UNIT 2

Sources and Uses of Bank Funds: Sources of Bank funds – Uses of bank funds - different types of loans - management of credit process – tools to assess credit worthiness of a prospective borrower. Non Performing Assets: gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT 3

Regulation and Innovations in Banking System: Financial statement analysis of banks: CAMEL Approach, Key Performance indicators. Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Regulatory Capital, Basel Accords I,II and III.

Banking Innovations - Core Banking Solution - Retail Banking: Products & Services - Plastic Money – types of electronic fund transfers - Mobile Phone Banking - Net Banking- Banc-assurance.

UNIT 4

Introduction to Insurance: Evolution of insurance business in India-Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers – Insurance Marketing channels - responsibilities of insurance agents - an overview of IRDAI.

UNIT 5

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Provisions of Life Insurance contracts - Life Insurance Products- Tax treatment of Life Insurance - The Actuarial Science- - Special Life Insurance forms.

General Insurance: Health Insurance, Travel Insurance, Personal accident insurance, Motor Insurance – Marine Insurance – Fire accident insurance. Micro Insurance in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Peter.S.Rose& Sylvia. C. Hudgins: “**Bank Management & Financial Services**”, Tata McGraw Hill New Delhi,2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“**Risk Management & Insurance**”, Cengage Learning, NewDelhi
3. Reddy K S and Rao R N: “**Banking & Insurance**”, Paramount Publishing House 2013.
4. Vasant Desai: “**Banks & Institutional Management**”, Himalaya Publishing House 2010.
5. Harold. D. Skipper & W. Jean Kwon: “**Risk Management & Insurance, Perspectives in a Global Economy**”, Blackwell Publishing NewDelhi.
6. NIA: “**Life Insurance Principles and Practices**”, Cengage Learning, New Delhi,2013.
7. Neelam C.Gulati: “**Banking and Insurance: Principles and Practice**”, Excel Books, New Delhi2011.

MBA: Second Year - First semester
V21MBT20: BUSINESS TAXATION & PLANNING
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

- 1) Understand the basic concept of Taxation and Tax planning. (K2)
- 2) Calculate individual's tax liability and filing the returns. (K4)
- 3) Understand the tax planning for a business firm. (K2)
- 4) Differentiate among different Indirect taxes. (K2)
- 5) Understand tax audit and reporting. (K2)
- 6) Apply tax planning concepts in business decision making. (K3)

UNIT 1

Introduction: Meaning, Nature, objectives, principles and basic concepts of taxation - Indian taxation system – Classification of Taxes - Income Tax Act 1961 – Concept of Tax Avoidance, Tax Evasion and Tax Planning - Measures to plug tax loopholes in India.

UNIT 2

Tax Planning for Individuals: Computation of Gross and Net income of an individual under various 'Heads of Income' – Tax deductions, rebates, reliefs – Calculation of Tax Liability – Filing of IT Returns – IT Forms, due dates and penalties.

UNIT 3

Tax Planning for Business Forms – Direct tax: Corporate Taxation – Tax deductions, exemptions, reliefs, rebates and Incentives available to business firms – Carry forward and set –off of losses – Tax considerations in management decisions

UNIT 4

Tax Planning for Business Forms – Indirect tax: Concept of Excise Duty, Customs Duty, VAT and GST. Evolution of GST in India – Key concepts, components, slabs rates of GST. Benefits and Challenges of GST in India.

UNIT 5

Tax Audit: Tax Audit – Qualities and Qualifications required to a tax auditor – Tax reporting and disclosure in financial statements.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Vinod K. Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications, New Delhi.
2. Vinod K. Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications, New Delhi
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. Arun kumar “Ground Scorching Tax” Penguin Portfolio
5. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.

MBA: Second Year - First semester
V21MBT21: LABOUR WELFARE & LEGISLATION
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Understand the principles of labor welfare. (K2)

CO2: Understand various labor welfare programs. (K2)

CO3: Recall the provisions of various acts related to labor welfare. (K1)

CO4: Recall the provisions of various acts related to payment of bonus and wages. (K1)

CO5: Explain the functioning of trade unions in India. (K2)

UNIT 1

Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India-Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

UNIT 2

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry, Labour welfare fund.

UNIT 3

Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act.

UNIT 4

Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

UNIT 5

Industrial Relations Legislation: Industrial Disputes Act 1947 Concept & objectives, Types of Strikes and Lock-outs, Wages for Strike and Lock-out Period- Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926- Types of Trade Unions - Reasons for Joining Trade Unions.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977
5. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
6. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

MBA: Second Year - First semester
V21MBT22: PERFORMANCE EVALUATION & COMPENSATION MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Understand the concept of Performance and linkage with other HR processes. (K2)

CO2: Interpret Performance Management Planning Process. (K2)

CO3: Understand the methods of Performance Management System. (K2)

CO4: Understand the objectives and dimensions of compensation system. (K2)

CO5: Design the pay structure and frame different types of pay structures. (K4)

UNIT-1

Introduction:Definition–concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance- Importance –Linkage of PM to other HR processes-Performance Audit

UNIT 2

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planningBarriers to performance planning-Competency Mapping-steps-Methods.

UNIT-3

Management System: objectives – Functions- Phases of Performance Management System- Competency and Reward based Performance Management Systems- HR Challenges- Appraisal for recognition and reward-Methods of Appraising- Appraisal system design-Implementing the Appraisal System

UNIT 4

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay

determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT 5

Pay Structure and Tax Planning: Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting Tax Planning –Concept of Tax planning-Role of tax plans in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

- 1.PremChadha: “Performance Management”, Macmillan India, New Delhi, 2008.
- 2.Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
- 3.T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
4. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
5. A.M.Sarma, N.SambasivaRao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
6. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
7. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.

V21MBT23: STRATEGIC HUMAN RESOURCE MANAGEMENT
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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COURSE OUTCOMES:

After successful completion of the course, the student will be able to:

CO1: Understand the theoretical perspectives and various approaches to Strategic HRM. (K2)

CO2: Describe various strategic HR Planning processes. (K2)

CO3: Explain strategic HR implementation process. (K2)

CO4: Explain strategic HR Development. (K2)

CO5: Analyze various HR Evaluation strategies. (K3)

UNIT-1

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-2

Strategic Human Resource Planning: Objectives, benefits and levels of strategic planning, Components of the strategic plan, Basic overview of various strategic planning models, Strategic HR Plan-Activities related to strategic HR Planning, Models of Strategic HR Planning

UNIT-3

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-4

Strategic Human Resource Development: Concept of Strategic Planning for HRD- Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness- employee engagement- Green HRM

UNIT-5

Human Resource Evaluation: Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia
2. Fombrun Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009
4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014
5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty “Human Resource Strategy” Tata McGraw Hill Publishing Company Limited, New Delhi 2008