

School of Management Studies	Programme: M.B.A			
Course Code: PMA 301	Second Year -Semester – III			
Course: Consumer Behaviour	L	T	P	C
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	Max. University Theory Examination:50 Marks			
Max. Time for Theory Exam : 3 Hrs.	Continuous Internal Assessment:50 Marks			

Course Objectives :	
1	The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy.
2	To understand the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
3	The course content will also address the importance of subculture and global consumer culture as marketing opportunities.
4	To make students understand the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics.
5	To help students in assessing advanced literature in the field of consumer research.

Course Outcomes :		Domain	Level
C01	The students will be able to identify the dynamics of human behaviour and the basic factors that influence the consumers decision process	Cognitive	Understand, Remembering
C02	The students will be able to demonstrate how concepts may be applied to marketing strategy	Cognitive	Understand, Remembering
C03	Students will be able to explore and compare the core theories of consumer behaviour in both consumer and organisational markets	Cognitive,	Understand, Apply
C04	Students will be able to apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments	Cognitive, Psychomotor & Affective	Understand, Remembering & Apply
C05	Students will be able to appraise models of Consumer Behaviour and determine their relevance to particular marketing situations	Cognitive, Psychomotor	Understand, Apply

Unit Number	Details	Hours
1	Introduction to the Study of Consumer Behaviour: Defining Consumer Behaviour. Scope and Application of Consumer Behaviour, Why Study Consumer Behaviour. Evolution of Consumer Behaviour as a Field Of Study and its relationship with Marketing: Behavioural Dimension. The Interdisciplinary Nature of Consumer Behaviour. Market Research and Consumer Behaviour. Relevance of Market Research with Consumer Behaviour. Approaches to Consumer Behaviour Research. Quantitative Research. Qualitative Research.	12
2	The Consumer Decision Making Process. Buying Motives. Buying Roles. Consumer Decision Making Process. Levels of Consumer Decision Making. Perspectives to Consumer Decision Making. Consumer Decision Making Process. Howard Sheth Model of buying behaviour.	12
3	Psychological Influences on Consumer Decision Making. Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement. Consumer	12

	Learning. Personality, Self-concept and Self-image. Consumer Perception, Risk and Imagery. Consumer Attitude: Belief, Affect, Attitude and Intention, Attitude Formation and Attitude Change. Consumer Communication. Sociological Influences on Consumer Decision Making. Consumer groups. Consumer reference groups. Family and Life cycle. Social class and mobility, lifestyle analysis. Culture; Sub-Culture. Cross Culture. Interpersonal Communication and influence. Opinion Leadership. Diffusion of innovation. Diffusion Process. Adoption Process. Consumer Innovators. Multiplicative innovation adoption (MIA) model.	
4	Organizational Buying. Differences between Industrial Markets and Consumer Markets. Differences between Organizational and Consumer Buying. Buying Decisions in Organizational Buying Process; Types of Decision Making. Organization Buyer's Decision Making Process. Factors influencing Organizational Buying Behaviour. Decision Makers in Organizational Buying. Webster and Wind model of Organizational buying behavior. The Sheth model of Industrial buying.	12
5	Consumer Behavior Analysis and Marketing Strategy. Consumer Behavior and Product Strategy. Consumer Behavior and Pricing Strategy. Consumer Behavior and Distribution Channel Strategy. Consumer Behavior and Promotion Strategy.	12
	Total	60

Notes, If any

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Latest edition of the readings may be used.

Resources

Recommended Books	<ol style="list-style-type: none"> 1. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994 2. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995 3. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993 Electives (Mktg)
Reference Books	<ol style="list-style-type: none"> 1. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995 2. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993 3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc. 1989

School of Commerce & Management Studies	Programme: M.B.A			
Course Code: PMAH03	Second Year -Semester – III			
Course: Strategic Human Resource Management	L	T	P	C
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	Max. University Theory Examination:50 Marks			
Max. Time for Theory Exam : 3 Hrs.	Continuous Internal Assessment:50 Marks			

Objective	
1	To develop an understanding of the nature and scope of HRM
2	To develop an understanding of meaning and nature of strategic HRM
3	To enable students to appreciate how HR strategies are related to business strategies
4	To make students understand how HR strategies can be formed by a knowledge of labour markets and product markets locally, nationally and internationally
5	To develop an understanding of the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.

Course Outcomes:		Domain	Level
C01	he student will be able to identify the key HRM functions and perations;	Cognitive	Understand, Remembering
C02	The student will be able to define, explain, illustrate and reason with the key human resource management concepts;	Cognitive	Understand, Remembering
C03	The student will be able to identify the linkages between HRM functions and operations and organisational strategies, structures and culture;	Cognitive,	Understand, Apply
C04	The student will be able to reflect and comment in a way that emonstrates awareness of the different contexts that impact on he operation of HRM; and	Cognitive, Psychomotor & Affective	Understand, Remembering & Apply
C05	The student will be able to exhibit behaviour and performance hat demonstrates enhanced competence in decision-making, roup leadership, oral and written communication, critical hinking, problem-solving, planning and team work.	Cognitive, Psychomotor	Understand, Apply

Unit Number	Details	Hours
1	Conceptual Framework of strategic HRM, models of strategic HRM, development & delivery of HR strategies, challenges in strategic human resource management, impact of strategic HRM, SHRM for Competitive advantage.	12
2	Implementation of strategic HRM : Staffing, training & development, performance management & feedback, compensation, employee separation	12
3	Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM	12
4	Strategic Knowledge Management-building knowledge management into strategy framework, knowledge sharing as a core competency, HR dimension to knowledge management. Strategic approach to industrial relations, outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A.	12

5	Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation. Building a multicultural organizationmultinational organization, strategic choice, leadership & strategic issues in international assignment.	12
	Total	60

Notes, If any

1	Latest edition of the readings may be used.
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Resources

Recommended Books	17. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House. 18. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.
Reference Books	11. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.). New Delhi: Excel Books. 12. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford University Press. 13. Dhar, RajibLochan. (2008). Strategic Human Resource Management (1st ed.).New Delhi: Excel Books

School of Commerce & Management Studies		Programme: M.B.A.			
Course Code: PMAH 04		Second Year-Semester - III			
Course: : Competency based HRM		L	T	P	C
		4	1	--	5
		Max. University Theory Examination:50 Marks			
Max. Time for Theory Exam : 3 Hrs.		Continuous Internal Assessment:50 Marks			
Objectives :					
1	The course aims to equip students with the skills and knowledge to enable them to effectively implement a competency based management system.				
2	The course will also enable students to design, evaluate and adapt competency based HR management systems.				
3	The course will enable students to analyze Competency management framework as well as competency model				
4	Students will be enable to analyze various framework of competency linked with HR				
5	The course aims to equip students to Design and the Implementation of competency model in an organization				
Course Outcomes :		Domain		Level	
CO1	The students will be able to know the domain of Competency based HRM		Cognitive		Understand, Remembering
CO2	The students will understand Competency mapping and the framework to be implementated in the organization		Cognitive		Understand, Remembering
CO3	The students will be able to explain Macro View of Competency management framework: strategic framework and its linkage with HR processes to organizational strategy		Cognitive,		Understand, Apply
CO4	The students will understand the concepts of Competency Based Career & Succession Planning.		Cognitive, chomotor & ective		Understand, Remembering & Apply
CO5	The students will be able to analyze, Design and Implementation of competency model at various levels in an organization.		Cognitive, Psychomotor		Understand, Apply
Unit Number	Details				Hours

1	Concept and definition of Role and competency, Characteristics of competency, Competency versus competence, Evolution of Competency Based HRM; Competency Framework (competency management framework or competency model), Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human.	12
2	Base Compensation and Supplementary Compensation; Why to promote a competency culture, Context and Relevance of competencies in modern organizations, Innovations in Compensation Management, how to map competencies	12
3	Competency Based Selection; Competency based Training & Development, time Schedules, Competency profiling, modeling, mapping, and assessment, Pay Band System, ESOP, Competency Based Performance Management; Competency Based Career & Succession Planning.	12
4	Competency management framework/competency model: Macro View of Competency management framework: strategic framework – linking HR processes to organizational strategy, development of personal competency framework, Lancaster Model of managerial competencies, developing competency modeling framework/ model – Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model – General competency framework, competency identification – Competency assessment and competency development , , integration of HR function	12
5	Design and Implementation of competency model: Introduction to Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise); Competency identification - Consolidation of checklist, Rank Order	12
Total		60
Resources		
Recommended Books	1. Ganesh Sherman, Competency based HRM, Tata McGraw Hill 2. Boan R, Sparrow P., Designing and Achieving Competency: A competency based approach to developing people, McGraw Hill 3. David D. Dubois, Competency-based Human Resource Management, Nicholas Brealey, Publishing Limited, 2010.	

School of Commerce & Management Studies	Programme: M.B.A			
Course Code: PMAH01	Second Year -Semester – III			
Course: Human Resource Planning and Development	L	T	P	C
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	Max. University Theory Examination:50 Marks			
Max. Time for Theory Exam : 3 Hrs.	Continuous Internal Assessment:50 Marks			

Objective	
1	To provide a theoretical background of HRDP
2	To provide students knowledge on various HRDP modules and their usage
3	To explain the students Human capital Development through career planning and development
4	To provide students with how to identify stress at various levels
5	To help students understand the HRDP challenges in 21 st century and also further of HRD organization

Course Outcomes:		Domain	Level
CO1	Weigh up and evaluate various HRPD Modules	Cognitive	Understand, Remembering
CO2	Analyse the role of Human Resource Planning and development in current scenario.	Cognitive	Understand, Remembering
CO3	Analyse how Human capital Development is achieved through career planning and development	Cognitive	Understand, Apply
CO4	Raise how to manage stress at work.	Cognitive, Psychomotor & Affective	Understand, Remembering & Apply
CO5	Estimate contemporary issues/challenges of HRP& D	Cognitive, Psychomotor	Understand, Apply

Unit Number	Details	Hours
1	HRD – concept – meaning – philosophy – nature – need and significance. HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario. HRSD – Contextual factors and Human Resource System designing. Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.	12
2	HRD modules: Recruitment and selection – orientation and placement performance appraisal – training and development – promotion and motivation – career development. Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counselling.	12
3	Potential Appraisal and Development. Career planning and Development – Quality of work life – quality circles – human capital development – philosophy and principles – practices – work force and people development - performance management – knowledge management	12
4	Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. Stress – definition – personality traits – emotional management – categories of stressors – identification of stress at various level – pre-requisites for zero stress – psychological stress – stress and human resource development	12
5	HRD challenges in 21st century – HR out sourcing – human resource audit – human response development – human resource accounting - future of HRD Organization.	12
	Total	60

Notes, If any	
1	Latest edition of the readings may be used.

Resources	
Recommended Books	<p>19. Kandula, S.R. – Strategic Human Resource Development – PHI</p> <p>20. T.V. Rao and Udai Parekh – Designing and Managing Human Resource System, Excel Books, Oxford Publications.</p> <p>21. V.S.P. Rao – Human Resource Development – Response books.</p> <p>22. Gary Dessler: Human resource Management, Pearson Publication</p> <p>23. C. B. Mamoria: Personel Management, Himalaya Publication House</p>
Reference Books	<p>14. Randy.L.DeSimone, David. M. Harris: Human Resource Development, The Dryden Press, Harcount Brace College Publishers- 2nd edition</p> <p>15. Edwin B Flippo: Personnel Management, McGraw Hill.</p>

School of Commerce & Management Studies	Programme: M.B.A			
Course Code: PMAH02	Second Year -Semester – III			
Course: Performance Management	L	T	P	C
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	Max. University Theory Examination:50 Marks			
Max. Time for Theory Exam : 3 Hrs.	Continuous Internal Assessment:50 Marks			

Objective	
1	To provide theoretical background in the field of Performance Management.
2	To make students understand the Performance and Compensation management strategies.
3	To acquaint the students with the concept of PFM, process and pillars of PFM
4	To provide students with an understanding of organizational change and Management of change.
5	To help students learn about various issues and concerns in Performance Management.

Course Outcomes :		Domain	Level
CO1	To evaluate performance management system as what is it, what to do, how to do?	Cognitive	Understand, Remembering
CO2	To evaluate various compensation strategies and employee services.	Cognitive	Understand, Remembering
CO3	To evaluate how to manage performance, ongoing performance and review.	Cognitive,	Understand, Apply
CO4	To evaluate reward management in relation to employees and involvement strategies	Cognitive, Psychomotor & Affective	Understand, Remembering & Apply
CO5	To solve various cases relating to issues in Performance management.	Cognitive, Psychomotor	Understand, Apply

Unit Number	Details	Hours
1	What is performance Management? Its linkage with other HR Systems Elements of Performance Management – Defining Performance, Facilitating Performance and Encouraging performance – Setting Goals & Targets – Responsibilities before, during, after Performance & Development - Planning – Monitoring and Appraising Performance (performance Appraisal) – What is Performance Appraisal – The Performance Appraisal system – Performance Appraisal methods – Errors and Biases in Performance Appraisal - Reducing biases / errors – Features of an effective system – Performance Counseling (What is it, What to do, What not to do)	12
2	Performance management and compensation strategies – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits Employee services, Health care, Long term care-Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation	12
3	What is PFM, Process of PFM, PFM system, PFM Theatre, Pillars of PFM theatre – Planning Managee Performance & Development, Monitoring Managee Performance & Mentoring, Managee Development, Ongoing Performance Monitoring & Review, Mentoring and Managee Development Annual Stock taking – Stock taking Performance, Stocktaking Potential, Appraising for Recognition and Reward-Getting	12

	to grips – Transmuting Learning into Action, Operational zing Change through Performance Management, Building & Leading High Performing Teams	
4	Performance Management and Organizational Change – Reward management and the Management of Change – Strategic Reward Management – Employee Relations and Involvement Strategies and the Management of Change – 360 Degree Feedback and Performance Management System – 360 Degree Feedback and Assessment Development Centers.	12
5	Issues and concerns in Performance Management. Cases relating to issues discussed in the previous units	12
	Total	60

Notes, If any

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Latest edition of the readings may be used.

Resources

Recommended Books	<p>24. T.V. RAO, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004.</p> <p>25. Premchada, Performance Management: It's about Performance – Not just appraising, Macmillan, New Delhi, 2003 (Reprint-2005)</p> <p>26. Micheal Armstrong, Performance Management, Pearson Publications</p>
Reference Books	<p>16. T.V. Rao, GoplaMahapatra, et all, 360 Degree Feedback and Performance Management System, Vol 2,TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006).</p> <p>17. Adrian Thornhill, Phil Lewis, et all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, 2000</p> <p>18. Herman Aguinis, Performance Management, Pearson Publications</p>

School of Commerce & Management Studies	Programme: M.B.A			
Course Code: PMAH05	Second Year -Semester – III			
Course: Talent Management	L	T	P	C
	4	1	--	5
	Max. University Theory Examination:50 Marks			
Max. Time for Theory Exam : 3 Hrs.	Continuous Internal Assessment:50 Marks			

Objective	
1	To make students understand the concept of attraction, acquisition, and retention of talent in organizations.
2	To help students understand the alignment of the talent management process with business strategy, with culture, and with people.
3	Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual.
4	The course will cover the negotiation problems that managers may face in decision-making processes;
5	To help students understand cross-cultural negotiation issues

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

Course Outcomes :		Domain	Level
CO1	Analyse the process of linking talent management to organizational strategy and other HR practices	Cognitive	Understand, Remembering
CO2	Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.	Cognitive	Understand, Remembering
CO3	Examine the processes for talent development and succession planning	Cognitive,	Understand, Apply
CO4	Discuss the unique challenges and opportunities of TM resulting from globalization	Cognitive, Psychomotor & Affective	Understand, Remembering & Apply
CO5	Examine the role of leadership related to TM (both HR leadership and org. leadership).	Cognitive, Psychomotor	Understand, Apply

Unit Number	Details	Hours
1	Introduction to Talent Management: Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.	12
2	Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions	12
3	Employee Engagement: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding,	12

	formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews.	
4	Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model	12
5	Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Contemporary development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges.	12
	Total	60

Notes, If any

1	Latest edition of the readings may be used.
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Resources

Recommended Books	27. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition. 28. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition
Reference Books	19. Rao VSP, Human Resource Management, Vikas Publishing, New Delhi 20. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill 21. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition. 22. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill 23. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication