

**EKLAUYA**

UNIVERSITY

ज्ञानप्राप्तये लक्ष्यसन्धानम्

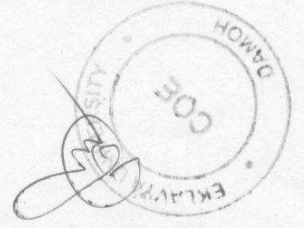
**MBA Third Semester**  
**Syllabus**  
**School of Management**

**EKLAVYA UNIVERSITY, DAMOH (M.P.)**  
**Scheme of Examination (MBA)(DUAL SPECIALIZATION)**  
**MBA III Semester**

[For batch admitted in Academic Session 2022-2023]

Subject wise distribution of marks and corresponding credits

S.No.	Subject Code	Subject Name	Maximum Marks Allotted					Total Marks	Contact Periods Per Week			Total Credits
			Theory Slot		Practical Slot		L		T	P		
			End Sem	Mid sem	Quiz/ Assignment/Attendance	End Sem					Lab work/ sessional	
1	MBUSI22S301	Corporate Strategy	60	30	10			3	1	0	4	
2	MBUSI22S302	Quantitative Techniques	60	30	10			3	1	0	4	
3	MBUSI22S303	Summer Internship						0	0	4	4	
		<u>Specialization</u> <u>Marketing Management</u>										
4	MBUSI22S304	Digital and Social Media Marketing	60	30	10			3	0	0	3	
5	MBUSI22S305	International Marketing and Service marketing	60	30	10			3	0	0	3	
		<u>Specialization</u> <u>Finance Management</u>										
6	MBUSI22S306	Strategic Corporate Finance	60	30	10			3	0	0	3	
7	MBUSI22S307	Security Analysis and Portfolio Management	60	30	10			3	0	0	3	
		<u>Specialization</u> <u>Human Resource Management</u>										
8	MBUSI22S308	Human resource metrics & Compensation Management	60	30	10			3	0	0	3	
9	MBUSI22S309	Talent and Knowledge Management	60	30	10			3	0	0	3	
		<b>Total</b>	<b>480</b>	<b>240</b>	<b>80</b>			<b>24</b>	<b>2</b>	<b>4</b>	<b>30</b>	



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**Eklavya University Damoh(M.P.)**

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**MBA Third Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
1.	MBUSI2S301	Corporate Strategy	100	4	3	1	0	4

**Course Objectives:**

- To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
- Identification, appreciation and interpretation of the critical challenges and opportunities before an organization.

**Expected Course Outcome:**

- Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.

**Student Learning Outcomes (SLO):**

On completion of this course, the students will be able to

- Understand the basic concepts and principles of strategic management analyse the internal and external environment of business.
- Develop and prepare organizational strategies that will be effective for the current business environment.
- Devise strategic approaches to managing a business successfully in a global context.

Units	Contents	Periods
UNIT – I	Introduction to Strategic Management: Objectives and policies; General Management point of view: Strategic Decision making and Role of Strategist in Strategic Management.	12 Hours
UNIT –II	The External Environment–Industry Analysis-Stakeholder Analysis & Non-Market Strategy-Competitive Advantage and Value Chain.	12 Hours
UNIT – III	Competing through Business Models -Competitive Advantage and Firm Resources, Competitive Analysis: Framework for analyzing competition, Strategic Choice and Implementation: Tools and techniques for Strategic Analysis; Impact Matrix, The experience Curve, BCG Matrix, GEC Model	12 Hours
UNIT – IV	Generic Strategies and Competitive Advantage -The Dynamics of Competitive Advantage, Internal Analysis; SWOT Analysis; Industry Analysis, Strategic profile of a firm: case study method	12 Hours
UNIT – V	Competitive Advantage to Corporate Advantage -Integrative Analysis, Strategic Planning: Formulation of Strategies	12 Hours

**Books Recommended:**

- Business Policy & Strategic Management, Azhar Kazmi , Tata McGraw Hill, New Delhi.
- Business Policy, Strategic Planning & Management, P.K. Ghosh, Sutan Chand New Delhi.
- Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall.
- Budhiraja, S.b. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill.

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**MBA Third Semester**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
2.	MBUSI2S302	Quantitative Techniques	100	4	3	1	0	4

**Course Objectives:**

- Understand relevance & need of quantitative methods for making business decisions.

**Expected Course Outcome:**

- Identify the source of a quantifiable problem, recognise the issues involved and produce an appropriate action plan.
- Distinguish between different mathematical techniques and applications.
- Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving.
- Extrapolate from data the important trends in order to forecast as accurately as possible.
- Employ appropriate mathematical tools to solve problems.

**Student Learning Outcomes (SLO):**

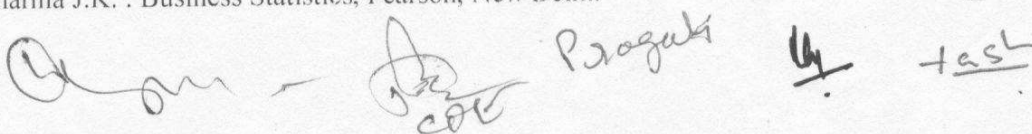
On completion of this course, the students will be able to

- Understand various quantitative & statistical methods.
- Understand data and draw inference from data.
- Calculate and interpret statistical values by using statistical tool (correlation & regression).
- Demonstrate an ability to apply various statistical tool to solve business problem.

Units	Contents	Periods
UNIT – I	Quantitative Techniques: An Overview, Importance for learning Quantitative Techniques for managers. Methods, Importance and scope of Quantitative Techniques in Business Management. Linear Programming- Introduction Formulation of linear programming Problems, Solutions of Linear programming Problems by graphical method, simplex method.	12 Hours
UNIT – II	Transportation Problem-Finding Initial basic feasible solutions- Northwest corner rule, Least cost method, Row minima method, Column minima method and Vogel's approximation methods, test of optimality-Modified distribution methods. Assignment Model- Hungarian method for optimal solution. Solving unbalanced problem.	12 Hours
UNIT – III	Network Analysis- Rules and precautions of network construction; CPM and PERT Networks- Obtaining the critical path, Time estimates for activities, Probability of completion of project, Determination of floats (Total, Free, Independent). Game Theory- Competitive games, rectangular game, saddle point, Minimax (Maximin), Value of the game, Solution of Games with saddle points.	12 Hours
UNIT – IV	Fundamentals of Probability-Concept of probability, Definition of probability, Types of events, Addition Theorem of Probability, Multiplication Theorem of Probability, Baye's Theorem. Probability Distributions – Binomial distribution, Poisson distribution, Normal distribution	12 Hours
UNIT – V	Hypothesis Testing-The Comparison of two samples, Analysis Variance, Chi-square Tests. Decision theory - Introduction, Risk and uncertainty, payoff table, regret table, Decision making under uncertainty- Maximax, Maximin and Minimax regret criterion, Laplace criterion. Hurwitz criterion, Expected monetary value criterion, Expected opportunity loss criterion.	12 Hours

**Books Recommended:**

- Gupta, S.P., Statistical Methods, Sultan Chand & Sons, New Delhi.
- Gupta, S.C., Practical Statistics, Sultan Chand & Sons, New Delhi.
- Sharma J.K. : Business Statistics, Pearson, New Delhi.


  
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MBA Third Semester

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
3.	MBUSI22S303	Summer Internship	-	4	0	0	4	4

**Summer Internship:** Students will be assigned to the faculty by HOD/Dean under whose supervision student will undertake the internship. The students have to undertake 2(Two Months)/150 hours of internship in an organization with the permission of their respective faculty/guide and submit the report thereof in IVth Semester and face external Viva.

**Evaluation of Marks:**

Project Report	60 Marks
Viva	40 Marks

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12 hours	Probability of events, Bayes' theorem, Probability distributions - Binomial, Poisson, Normal, Exponential, etc.	12 hours
12 hours	Linear regression, Correlation coefficient, Hypothesis testing - Parametric (t-test, F-test, ANOVA) and Non-parametric (Rank-sum test, Sign test, etc.)	12 hours
12 hours	Decision trees, Expected monetary value, Risk, Sensitivity analysis, Portfolio selection, etc.	12 hours
12 hours	Queueing theory, Markov chains, Inventory models, Replacement models, etc.	12 hours

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MBA Third Semester  
Specialization: Marketing Management

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
4.	MBUSI2S304	Digital and Social Media Marketing	100	3	3	0	0	3

**Course Objectives:**

- To examine and explore the role and importance of digital marketing in today's rapidly changing business environment. It also focuses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.

**Expected Course Outcome:**

- Explain the role and importance of digital marketing in a rapidly changing business landscape.
- Discuss the key elements of a digital marketing strategy.
- Illustrate how the effectiveness of a digital marketing campaign can be measured.

**Student Learning Outcomes (SLO):**

- Analyse the confluence of marketing, operations, and human resources in real-time delivery.
- Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
- Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
- Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.

Units	Contents	Periods
UNIT – I	Evolution of digital marketing-The digital consumer & communities online, Offline Marketing vs Digital Marketing, Pre-requisites of Digital Marketing, Scope of Digital Marketing in Developing Economy	9 Hours
UNIT –II	Digital marketing landscape-Search Engine Optimization, Search Engine Marketing, -PPC and Online Advertising	9 Hours
UNIT – III	Social Media Marketing-Social Media Strategy & Customer engagement-Affiliate marketing & strategic partnerships, Scope of Social Media Marketing, Effectiveness of Social Media Marketing, Well-known Social Media Marketing Portals	9 Hours
UNIT – IV	Email marketing- Advantages and Disadvantages, Content strategies- CRM & CX in digital marketing-Digital marketing, data, and analytics- Social listening	9 Hours
UNIT – V	Web analytics-Social media analytics Mobile Marketing: Significance of Mobile Marketing, Integrating Digital and Social.-Media Strategies.	9 Hours

**Books Recommended:**

- Digital Marketing: Strategies for online success- Godfrey Parkin
- Digital Marketing: Strategy, Implementation and Practice- Dave Chaffey and Fiona Ellis Chadwick
- Social Media Marketing: Strategies for Engaging in Facebook, Twitter and other Social Media- Loana Li Evans
- Digital and Social Media Marketing: A results Driven Approach- Aleksej, Gorden, Tahir Rashid, Ana Cruz.

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**MBA Third Semester  
Specialization: Marketing Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
5.	MBUSI2S305	International Marketing and Service marketing	100	3	3	0	0	3

**Course Objectives:**

- The overall objective is to provide an informed appreciation of international marketing as an academic subject and management practice, facing the challenges of globalized business environment.

**Expected Course Outcome:**

- Developing an understanding of major issues related to international marketing.
- Developing skills in researching and analyzing trends in global markets and in modern marketing practice.
- Be able to assess an organization's ability to enter and compete in international markets.

**Student Learning Outcomes (SLO):**

- Analyse the confluence of marketing, operations, and human resources in real-time delivery.
- Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.

Units	Contents	Periods
UNIT – I	International Marketing- Nature & Process of International Marketing, Domestic Marketing V/s. International Marketing. Characteristics of MNCs. Process of Internationalization, Benefits and challenges of International Marketing.	9 Hours
UNIT –II	Basis for International Trade, Principle of Absolute Advantage, Principle of Relative Advantage, International Product Life Cycle Theory, Planning for International Marketing. Overview of Marketing Research, Market Analysis & Market Entry Strategies, International marketing management	9 Hours
UNIT – III	IMC in International Context-Emerging Markets-Future of International Marketing, Product Strategies: Basis decisions, Product planning branding and packaging decisions. Direct and indirect distribution channels, Advertising strategies.	9 Hours
UNIT – IV	Concept of Service, Characteristics of services –Intangibility, Inseparability, Variability, Perishability, Heterogeneity, Ownership, The Service Marketing Triangle, Environment of Service, Service as a system, Attitude towards service and service sector, Goods Vs Services.	9 Hours
UNIT – V	Designing the service-Performing the service-Communicating the service-Service leadership, Customer Retention and Relationship Marketing, Total Quality Management	9 Hours

**Books Recommended:**

- Bhattacharya, B. Export Marketing : Strategies for success.
- Johri, Lalit M. International Marketing : Strategies for success.
- Keegan, Warren: Global Marketing Management.
- Onkvisit, Sak, and Shaw, J.J.: International marketing analysis and strategy.
- Pripalomi, V.H. : International Marketing.
- Terpstra, Vern and Sarathi, R. : International Marketing
- Walter, I and Murray, T. Handbook of international business.

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**MBA Third Semester**  
**Specialization: Financial Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
6.	MBUSI22S306	Strategic Corporate Finance	100	3	3	0	0	3

**Course Objectives:**

- The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

**Expected Course Outcome:**

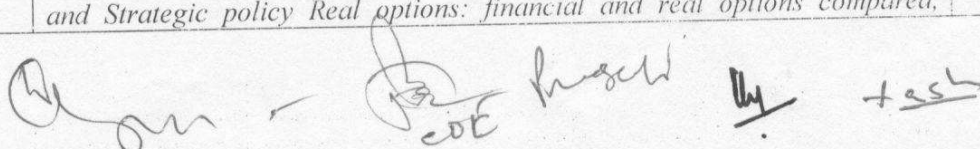
- The fundamentals of derivative markets.
- The use and structure of the common derivative securities.
- The various types of risks faced by financial and non-financial institutions.
- The basics and importance of financial regulation.
- The strengths and weaknesses of the various methods of quantifying and managing risks.
- The value, practices and dangers of hedging in a corporation.

**Student Learning Outcomes (SLO):**

Students will be able to:

- Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
- Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
- Financing options available to firms, Tradeoff between debt and equity. Criteria for deciding the optimal financing mix.
- How do managers decide how much to reinvest and how much to return to owners as dividends?
- Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

Units	Contents	Periods
UNIT – I	Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy financial decisions, Different types of financial strategy for Shareholders wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant Costs Vs Irrelevant costs, Different types of strategic costing, and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative source of financing – alternative source of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.	9 Hours
UNIT – II	Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy –in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: financial and real options compared,	9 Hours


  
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	various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options.	
<b>UNIT – III</b>	<i>Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy- most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.</i>	9 Hours
<b>UNIT – IV</b>	<i>Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality "added value" due diligence advice.</i>	9 Hours
<b>UNIT – V</b>	<i>Company Valuation: an overview of valuation, principles and practices more the impact of "what if" scenarios, the key financial and commercial factors affecting the business. Value enhancement tools &amp; techniques, the link between valuation and corporate finance. Other strategic issues: managing credit rating, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.</i>	9 Hours

**Books Recommended:**

- Aswath Damodaran : Corporate Finance theory and practice; John Willey & sons, Inc
- Jakhotia : Strategic Financial Management ( Vikas Publication )

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**MBA Third Semester**  
**Specialization: Financial Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
7.	MBUS122S307	Security Analysis and Portfolio Management	100	3	3	0	0	3

**Course Objectives:**

- This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

**Expected Course Outcome:**

- To provide a theoretical and practical background in the field of investments.
- Designing and managing the bond as well as equity portfolios in the real word.
- Valuing equity and debt instruments.
- Measuring the portfolio performances.

**Student Learning Outcomes (SLO):**

- Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
- Develop a reasoned argument to the solution of familiar and unfamiliar problems relevant to securities analysis and portfolio management.
- Analyze and evaluate portfolio performance.

Units	Contents	Periods
UNIT – I	Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives. Risk and Return: Concepts of risk and return how risk is measured in terms of standard deviation and variance, the relationship between risk and return.	9 Hours
UNIT –II	Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators. Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management.	9 Hours
UNIT – III	Return and Risk( individual and portfolio)- Factor pricing models equity and Fixed Income valuation-Asset allocation techniques Managing equity and bonds funds- Managing Mutual funds	9 Hours
UNIT – IV	Portfolio Management: Meaning, evolution, Need & objectives, nature & scope, phases, types, steps to Portfolio investment process, General responsibilities of Portfolio manager and his code of conduct SEBI guidelines. Differences between security analysis & Portfolio Management.	9 Hours
UNIT – V	Portfolio Theories: Traditional theory, Modern theory (Markowitz theory, sharp's theory, CAPM) Portfolio construction, analysis, selection, revision, evaluation/measurement of Portfolio performances, Portfolio insurance.	9 Hours

**Books Recommended:**

- Amling, Frederic. Investment, Englewood Cliffs, New Jersey, Prentice Hall., 1983.
- Bhalla, V. K. Investment Management; Security Analysis and Portfolio Management. 8<sup>th</sup> ed., Delhi, S. Chand, 2001
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, 6<sup>th</sup> ed., New Delhi, Prentice Hall on India, 1995.

**MBA Third Semester**  
**Specialization: Human Resource Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
8.	MBUSI22S308	R M Human resource metrics & Compensation management	100	3	3	0	0	3

**Course Objectives:**

- The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employees behavior.
- The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

**Expected Course Outcome:**

- To understand role of analytics in human resource management.
- To develop knowledge about HR metrics and types of analytics in HR.
- To critically analyze the HR effectiveness and its impact on employee life cycle & experience.
- To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.
- To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.

**Student Learning Outcomes (SLO):**

- Students will be able to define, identify, and/or apply the principles of Metrics and Measurement of HR.
- Students will be able to define, identify, and/or apply the principles of Performance Management.
- Students will be able to define, identify, and/or apply the principles of Recruitment and Selection.
- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

Units	Contents	Periods
UNIT - I	Understanding HR indicators, metrics and data, Data collection, Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy Considerations.	9 Hours
UNIT -II	Benchmarking and best practices, Staffing, Supply and demand forecasting, Total compensation analyses, Cost justification-return on investment, Communicating recommendations. <i>analysis</i>	9 Hours
UNIT - III	Compensation Management: Concept, definition, objectives, dimensions, concept of total reward system. Economic theories of wages, Living & Fair wage concept. Wage & Salary determination, Job Evaluation approach to Compensation management, Designing Compensation, Internal & External Equity compensation system, Wage differentials.	9 Hours
UNIT - IV	Performance Based compensation: pay for performance, types of performance plans, effect of compensation on performance. Compensation & Motivation. Incentive plans & Fringe Benefits. Strategic compensation Management. Special group compensation: Top Executives, CEO, R&D Staff	9 Hours
UNIT - V	Bonuses- concept & methods of calculation-Pay for performance, Competency based pay, equity based rewards, team rewards-Reward strategy & psychological contract, Law relating to compensation-Executive compensation, Benefits administration	9 Hours

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**MBA Third Semester  
Specialization: Human Resource Management**

S. No.	Course Code	Title	Max. Marks	Credits	Distribution of Credits			
					L	T	P	C
9.	MBUSI2S309	Talent and Knowledge Management	100	3	3	0	0	3

**Course Objectives:**

- To prepare students for talent and knowledge management efforts in organizations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

**Expected Course Outcome:**

- Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; aligning strategy and talent management.
- Best HRM Practices for managing talent and star performers (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management.
- Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.
- Diversity and Talent; talent management and future directions.

**Student Learning Outcomes (SLO):**

- Understanding Talent & Knowledge Management, Challenges and Dilemmas.
- Understanding best HR practices for talent management and managing talent for teams and organizations.
- Gaining insight on talent management in different organizational contexts.
- Developing an understanding of how to identify talent and create development plans using data.

Units	Contents	Periods
UNIT - I	Meaning and importance of talent management, talent management Grid, Creating talent management system, strategies of talent management.	8 Hours
UNIT - II	Competency model, competency mapping, Role of leader in talent management, Talent management and competitive advantage.	8 Hours
UNIT - III	Elements of knowledge management, advantages of knowledge management, knowledge management in learning organizations, Types of knowledge: Tacit and Explicit. Managing knowledge workers.	9 Hours
UNIT - IV	Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision Making, Repertory grid, Concept Mapping.	11 Hours
UNIT - V	Knowledge management strategies: Aligning individual needs with organization, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.	9 Hours

**Books Recommended:**

- Lance A. Berger, Dorothy Berger: Talent Management handbook, McGraw hill New York.
- T. Raman: Knowledge management- a resource book, Excel books.
- Sudhir Warier: Knowledge management, Vikas Publishing house.
- Cappeli Peter: Talent on Demand-Managing Talent in an age of uncertainty, Harvard Business press.

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**Books Recommended:**

- P. Subba Rao, Essentials of Human Resource Management & Industrial relations, Fifth edition, Himalaya publishing House.
- SC Srivastava, Industrial Relations & Labour Laws, Vikas publishing house.
- AM Sarma, Industrial Relations & Labour Laws, Himalaya Publishing House, Second edition, 2015
- Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press.
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House. First edition, 2015
- B.D. Singh, Compensation and Reward Management, Excel Books, Sixth edition, 2012
- Dr. Kanchan Bhatia, Compensation Management, Himalaya Publishing House.
- John Sullivan, HR Metrics, the world-class way; how to enhance your status

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Unit	Topic	Learning Objectives
UNIT-I	Introduction to HRM	Define HRM, its scope and objectives. Discuss the role of HRM in an organization.
UNIT-II	Recruitment and Selection	Explain the process of recruitment and selection. Discuss the various methods used for recruitment and selection.
UNIT-III	Compensation Management	Explain the importance of compensation. Discuss the various methods used for determining compensation.
UNIT-IV	Industrial Relations and Labour Laws	Explain the concept of industrial relations. Discuss the various laws governing industrial relations.
UNIT-V	Human Resource Development	Explain the concept of human resource development. Discuss the various methods used for developing human resources.

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