MMS SEMESTER - IV
(Core Papers All Specialisations)

Management Control Systems University Assessment 100 marks   (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	**Financial goal setting** - Analysis of Incremental ROI - Sensitivity Analysis - Developing financial goals along organizational hierarchy - Concept and technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets - Integrating Responsibility Budgets Integrating Responsibility Budgeting with MBO System.	**3 Sessions of 3 Hours**
2	**Organizational growth :** -Responsibility centers and profit centers -Identification and creation of profit centers, profit centers as a control system - Decentralization and profit centers.	**2 Sessions of 3 Hours**
3	Mechanics of determining profit objectives of profit centers - problems and perspectives of transfer pricing - Linear - programming technique for determining divisional goals in a multidivisional company - Problems of growth and corporate control.	**3 Sessions of 3 Hours**
4	**Control in special sectors :** Scrap Control - Control of R & D ± Project Control - Administrative Cost Control - Audit - Efficiency Audit - Internal Audit -Government Cost Audit - Management Audit. Financial Reporting to Management Under conditions of price level change. Objective and methodology.	**3 Sessions of 3 Hours**
5	**Measurement of Assets Employed** - Application of MCS in Public Sector, Service Organization & Proprietary Organizations.	**2 Sessions of 3 Hours**
6	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Text

· Anthony & Govindrajan - Management Control Systems (TATA McGraw Hill)
· Maciarirllo & Kirby - Management Control Systems (Prentice Hall India)
· Management Control Systems - N. Ghosh (Prentice Hall India)

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem IV Core

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	2 Sessions of 3 Hours Each
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	3 Sessions of 3 Hours Each
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	2 Sessions of 3 Hours Each
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	2 Sessions of 3 Hours Each
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	2 Sessions of 3 Hours Each
6	Researching/Assessing Creativity Global Perspectives on Creativity	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

Innovation Management - Allan Afuah - Oxford Publications
Managing & Shaping Innovation - Steve Conway & Fred Steward - Oxford Publications

MMS SEMESTER - IV
HUMAN RESOURCES MAJORS

Management of Change 15 Sessions of 3 Hours 100 Marks Sem IV Major

SL. No	Particulars	Sessions
1.	**The Process of Change, Creativity & Innovation: Organizational Change** Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	**2 Sessions of 3 Hours**
2.	**The Individual - Promoting Critical Thinking:** Cognitive factors - Implications for HRM, Personality Traits Implications for HRM, Knowledge Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation -Types of Motivation. **The Group ± Nurturing Team Work:** Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team composition. Team processes±Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trus-Conflict- Team cohesiveness. Moderators of Team	**3 Sessions of 3 Hours**
3.	**The Leader ± Promoting New Ideas at Work:** Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories Fiedler model, Hersey Blanchard situational theory, Leader participation model, Push-Goal Theory. Transformational and transactional leadership. Charismatic and Visionary Leadership. Leading change, creativity & Innovation ±Leadership and change, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	**2 Sessions of 3 Hours**
4.	**The Internal Environment -Orchestrating Structure, Systems and Resources;** The Balanced Score Card - Value Creation and Performance management. Organizational Structure- work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors±Corporate Strategy, Organizational and Environmental uncertainty. Structural forms - Traditional and contemporary forms. Organizing for change, creativity and innovation Goal Setting and reward Systems. Evaluation. Resources - Sufficient resourcing. Systems of Communication.	**3 Sessions of 3 Hours** Size -

| 5 | Organizational culture, Different Perspectives of Organizational culture, Can we manage

Organizational culture? Culture as an important ingredient of OrganizationalCreativity.

Norms that promote Creativity and Innovation,
Norms that promote Implementation.
Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?

The Organization ± Managing Process of Change:

Change and Organizations, Change Drivers, People and Change, The problem of resistance,

Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time. | **3 Sessions of 3 Hours** |
| 6 | Case Studies and Presentations | **2 Sessions of 3 Hours** |

Reference Books: -

Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Change and Knowledge Management by B Janakiram, P V Ravendra,Shubha Murlidhar Published by biztantra

Change Management by Robert a Paton and James McCalman, Sage Publication, 3 Edition

Organisational Change and Development - Dipak Kumar Bhattacharya - Oxford Publications

Strategic Human Resource Management 15 Sessions of 3 Hours 100 Marks Sem IV Major

S. No.	Particulars	Sessions
1	**Strategic Human Resource Management:** Introduction, HRM Defined/SHRM Defined, Strategic HRM-Definition , Meaning of SHRM, Aims, approaches, challenge	**1 Session of 3 Hours**
2	**HR Strategies:** Definition, Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance, strategic role of top management, strategic role of line management	**2 Sessions of 3 Hours**
3	**Talent Management** Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual- centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning	**2 Sessions of 3 Hours**
4	**Competency and Potential Development:** What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix Retention strategies	**3 Sessions of 3 Hours**
5	**Strategies for Improving organizational effectiveness** Strategies for improving organizational effectiveness Strategies of organizational transformations-Cross border Mergers & Acquisitions Strategies for culture management, quality in strategies Strategies for learning organization Employee engagement strategy	**3 Sessions of 3 Hours**
6	**Global Dimensions** HR strategy in International Context, converting global presence into global competitive advantage Developing cross cultural sensitivity Training & development of International staff Compensation issues Performance management issues	**2 Sessions of 3 Hours**
7	Case Studies and Presentations.	**2 Sessions of 3 Hours**

Reference Books

Strategic Human Resource Management by Jeffrey Mello, Thomson South Western
Strategic Human Resource Management ± Tanuja Agarwala - Oxford Publications

MMS SEMESTER - IV
HUMAN RESOURCES ELECTIVES

Corporate Governance & Social Responsibility 100 marks (15 Sessions of 3 Hours Each) Sem IV Elective

S. No.	Particulars	Sessions
1	**Conceptual Framework of Corporate Governance-** Meaning, Theories of Corporate Governance, Models of Corporate Governance, Benefits Of Good Corporate Governance,Concept of Corporate Excellence; Business Ethics; Ethical Governance, Code of Ethics; Insider Trading, Rating Agencies, Green Governance/ E-governance.	**2 Sessions of 3 Hours**
2	**Corporate Governance Framework in India** -Corporate Boards and its powers, Responsibilities, Disqualifications; Board Committees and their Functions,Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings.	**2 Sessions of 3 Hours**
3	**Major Corporate Governance Failures** -Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.	**3 Sessions of 3 Hours**
4	**Major Codes & Standards on Corporate Governance** - Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999, and Sarbanes-Oxley (SOX) Act, 2002 (USA)	**2 Sessions of 3 Hours**
5	**Whistle-Blowing and Corporate Governance-** The Concept of Whistle-Blowing; Types of Whistle-Blowers; Whistle-Blower Policy; the Whistle-Blower Legislation across Countries.	**2 Sessions of 3 Hours**
6	**Corporate Social Responsibility (CSR)** ±Meaning, Corporate Philanthropy, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR, Global Reporting Initiatives, ISO 26000	**2 Sessions of 3 Hours**
7	Case Studies and Presentations.	**2 Sessions of 3 Hours**

READINGS:

Essential Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition*), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.

Suggested Readings

1. Rani, Geeta D., and R.K. Mishra, *Corporate Governance-Theory and Practice*, Excel Books, New Delhi
2. Sharma, J.P., *Corporate Governance, Business Ethics & CSR,* Ane Books Pvt Ltd, New Delhi
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective,* Edward Elgar
4. Sharma, J.P., *Corporate Governance and Social* Responsibility, Taxmann, New Delhi

Organizational Development   15 Sessions   of 3   Hours 100 Marks Sem IV Elective

SL.No	Particulars	Sessions
1.	Definitions, underlying assumptions and values of Organization Development	2 Sessions of 3 hours
2.	Approaches to OD - Systems Approach, Action Research	2 Sessions of 3 hours
3.	Process of Change	2 Sessions of 3 hours
4.	Organization Diagnosis & Diagnostic Models	2 Sessions of 3 hours
5.	Data Collection & Analysis including Climate Survey	2 Sessions of 3 hours

6.	Understanding Organizational Roles
	• OD Intervention theories and methods ±
	  ✓ Large Systems,
	  ✓ Group and
	  ✓ Individual Techniques
		3 Sessions of 3 hours

7.	Case Study and Presentation	2 Sessions of 3 hours

Reference Text:
- Cummings, Thomas G, Worley, Christopher G. *Essentials of Organizational Development and Change...*
- Organizational Development ± French & Bell

Building Learning Organizations 15 Sessions of 3 Hours 100 Marks Sem IV Elective

S.No	Particulars	Sessions
1.	Emerging Business Realities	2 Sessions of 3 hours
2.	• Why Organizations need to Learn? • Organizational Learning : A Capabilities-Based View	2 Sessions of 3 hours
4.	**Learning Tools and Techniques** • System Thinking • Benchmarking and Process Mapping	2 Sessions of 3 hours
5.	• Knowledge-based Competition • Knowledge-Creation and Acquisition Processes	3 Sessions of 3 hours
7.	Measuring Learning: The Intellectual Capital	2 Sessions of 3 hours
8.	Architecting a Learning Organization	2 Sessions of 3 hours
9	Case Study & Presentation	2 Sessions of 3 hours

Reference Text:
• Developing the Learning Organization by Peter M Sange

Role of HR in Knowledge Management   15 Sessions of 3 Hours 100 Marks Sem IV Elective

SL.No	Particulars	Sessions
1.	**Introduction to knowledge management** Understanding the significance of KM through a discussion on theories of the firm Understanding the history, and the close relationship of KM with other concepts Understanding the three major inputs viz. strategy, people and IT for a successful KM system	**1 Session of 3 hours**

2.	**Understanding knowledge**
	• Understanding the difference between data, information and knowledge
	  • Understanding various types of knowledge ,Viz tavtics and explicit
	  • The consequences of knowledge types on managing knowledge
		2 Sessions of 3 hours

3.	**Knowledge management and organization design** Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design Understanding howstructure can affect knowledge management	**2 Sessions of 3 hours**
4.	**Knowledge management and culture** Why and how culture affects knowledge? Why should an individual "share" knowledge and how organizational culture can help mitigate individual's fears	**2 Sessions of 3 hours**
5.	**Knowledge management, strategy and HRM** Understanding the need to align individual needs with organization How HRM can design reward systems to facilitate KM Using "organizational routines" for managing knowledge	**2 Sessions of 3 hours**
	Communities of Practice and KM Why CoP is important (and more significantly, what is it?)? Designing CoP with people in mind and not technology Making CoP work Need for customizing KM within organization Pitfalls of a global KM system and problems of cross-border issues and problems of cross-border issues in Knowledge management	**2 Sessions of 3 hours**
6.	**KM: the Indian experience** Discussion of the case of Infosys, Tata Steel and other organizations that are experimenting with KM The problems Indian organization face with respect to KM	**2 Sessions of 3 hours**
7.	Case Study and Presentation	**2 Sessions of 3 hours**

Reference Books:

Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal
(2004). *Knowledge Management Challenges, Solutions, and Technologies* .
Prentice Hall. ISBN: 0-13-109931-0.

Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice
Hall. ISBN: 0-13-034820-1.

Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
AmritTiwana (2002). The Knowledge Management Toolkit: Orchestrating IT,
Strategy, and Knowledge Platforms (2nd Edition). Prentice Hall. ISBN:
013009224X.

Stuart Russell, Peter Norvig (2003). Artificial Intelligence: A Modern
Approach (2nd Edition). ISBN: 0-13-790395-2.Ian Watson (2002). Applying
Knowledge Management: Techniques for Building Corporate Memories.
Morgan Kaufmann. ISBN: 1558607609.

Madanmohan Rao (2004). Knowledge Management Tools and Techniques:
Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann.
ISBN: 0750678186.

Stuart Barnes (Ed) (2002). Knowledge Management Systems Theory and
Practice. Thomson Learning.

KimizDalkir, Knowledge Management in Theory and Practice, Elsevier,
Butterworth-Hinemann.

SheldaDebowski, Knowledge Management, Wiley India Edition.

Industry Oriented Dissertation Project 100 Marks