

# MBA (Executive) Program

## Program Educational Objectives (PEOs)

PEO 1: To develop effective communication, interpersonal, motivational and leadership skills to work in multi-disciplinary teams.

PEO 2: To apply business concepts to managerial decision making in variety of complex business situations.

PEO 3: To develop a systematic understanding of globalization and its impact on people, businesses and the economy.

PEO 4: An ability to use current techniques, skills, and tools necessary for managerial practice.

PEO 5: Students will be able to develop business strategies that serve the long-term interests of a firm.

PEO 6: To inculcate value-based leadership, ethical qualities and a sense of social purpose among MBA(Executive) students.

## Program Outcomes (POs)

### The MBA (Executive) Student will be:

1. Able to develop business writing and deliver a professional individual or group oral presentations.
2. Able to identify, assess and evaluate alternatives managerial decisions.
3. Demonstrate an understanding of how global competitive environments are changing business practice and able to identify and evaluate potential market opportunities
4. Possessing the ability to select and apply appropriate managerial and technical tools
5. Able to develop innovative business strategies to serve long term interest of a firm.
6. Aware and sensitive to societal concerns and work towards development of sustainable solutions to problems at large.

## Program Specific Outcomes (PSOs)

### The MBA (Executive) student will:

1. Specialize in both technical and functional areas.
2. Possess ability to make effective managerial decisions utilizing business concepts and managerial tools

# Course Outcomes

## **1. EMBA-101 Management Process and Organizational Behaviour**

Upon successful completion of the course the student should be able to:

1. Compare and contrast theories of organizational behaviour.

2. Analyse management issues as related to organizational behaviour.
3. Evaluate ethical issues as related to organizational behaviour.
4. Examine challenges of effective organizational communication.
5. Examine the differences and similarities between leadership, power and management.
6. Assess the impact of culture on organizational behaviour.
7. Assess the impact of a company's structure and design on its organizational behaviour.

## **2. EMBA- 102 Financial Accounting**

Upon successful completion of the course the student should be able to:

1. Identify the accounting rules required for business enterprises and apply the same in interpreting financial results.
2. Analyse, interpret and communicate the information contained in basic financial statements.
3. Explain and apply accounting concepts, principles and conventions in financial statements.
4. Describe cost accounting terminologies and methods, their rationale of classification, and their relevance to business decisions.
5. Apply cost management ideas in determining product/service costs and in making business decisions.
6. Identify ethical issues related to accounting in contemporary world.

## **3. EMBA-103 Marketing Management**

Upon successful completion of the course the student should be able to:

1. Identify the roles and functions of marketing within a diverse range of organizations.
2. Describe key marketing concepts, theories and techniques for the analysis of dynamic marketing environment.
3. Develop the marketing mix for an organization.
4. Critically analyse an organization's marketing activities.

## **4. EMBA-104 Managerial Economics**

Upon successful completion of the course the student should be able to:

1. Analyse real-world business problems with a systematic theoretical framework.
2. Apply economic theories and concepts to analyse, explain, and evaluate the firm and industry behaviour, market dynamics at micro and macro level.
3. Develop analytical capabilities to deal with economic issues by integrating economic principles and decision making and eventually formulate business strategy at firm level.

4. Develop strategic thinking to analyse the challenges and opportunities arising in the context of contemporary micro- and macroeconomic issues and formulate business strategies.
5. Develop communication skills, teamwork, and leadership and other managerial skills

## **5. EMBA-105 Quantitative Methods**

Upon successful completion of the course the student should be able to:

1. Describe role of statistics in management.
2. List the basic quantitative techniques and their applications in management.
3. Apply statistical techniques to present, analyse and interpret data for drawing meaningful inferences for decision making.
4. Identify real business problems and transform them into appropriate quantitative models.

## **6. EMBA- 106 Productions and Operations Management**

Upon successful completion of the course the student should be able to:

1. Identify issues related to designing and managing supply chains.
2. Apply tools and techniques for production and supply chain management.
3. Describe the interaction of Supply chain management with other business functions, such as Marketing, Finance, Accounting and Human Resource.
4. Assess the inventory and ware house management practices of an organization.

## **7. EMBA-107 Computer Application in Management**

Upon successful completion of the course the student should be able to:

1. Analyse data in excel using excel formulas.
2. Solve data-based problems in excel.
3. Perform basic statistical analyses on SPSS.
4. Perform database management tasks, descriptive statistics and graphics, and basic inferential statistics for comparisons and correlations.

## **8. EMBA-108: Term Paper**

The primary objective of this course is to enhance participant's diagnostic skills, improve their ability to develop innovative practical responses to contemporary management issues.

## **9. EMBA -201 Human Resource Management**

Upon successful completion of the course the student should be able to:

1. Critically assess existing theory and practice in the field of HRM.
2. Develop an ability to undertake qualitative and quantitative research.
3. Apply knowledge about qualitative and quantitative research to an independently constructed piece of work.
4. Respond positively to problems in unfamiliar contexts.
5. Identify and apply new ideas, methods and ways of thinking.

## **10. EMBA-202 Financial Management**

Upon successful completion of the course the student should be able to:

1. Apply techniques to analyse, evaluate and project financial statements
2. Apply techniques for estimating the cost of each component of the cost of capital to incorporate it into investment decision making.
3. Apply the appropriate capital budgeting techniques for evaluating projects and investments.
4. Apply the concepts of financial management to contemporary financial events

## **11. EMBA-203 Marketing Research**

Upon successful completion of the course the student should be able to:

1. Describe the scope and relevance of marketing research and its contribution in the development of marketing strategy.
2. Develop a market research design which will include identification of research design, framing of research question, sampling, preparing of measurement instruments, data collection, analysis and interpretation.
3. Apply latest tools and packages for gaining better insights from data.
4. Prepare research reports and presentations.

## **12. EMBA-204 Business Environment**

Course outcomes Upon successful completion of the course the student should be able to:

1. Describe business environment and its related factors.
2. Evaluate environmental factors using appropriate tools and methods.
3. Strategize operations of a business entity in multi-faceted environment.
4. Design business policies for specific business environment

## **13. EMBA-205 Management of Innovation, Technology and Change**

Upon successful completion of the course the student should be able to:

1. Describe the key models of the innovation process, their strengths and weaknesses
2. Critically assess and explain key current issues in the field of innovation and technology.
3. Assess the role of Technology and knowledge Management in firm competitiveness
4. Diagnose and provide effective solutions for innovation challenges.

## **14. EMBA-206 Supply Chain Management**

Upon successful completion of the course the student should be able to:

1. Identify issues related to designing and managing supply chains.
2. Apply tools and techniques for production and supply chain management.
3. Describe the interaction of Supply chain management with other business functions, such as Marketing, Finance, Accounting and Human Resource.
4. Assess the inventory and ware house management practices of an organization.

## **15. EMBA-207 Corporate Law**

Upon successful completion of the course the student should be able to:

1. Administer the comprehension of various legislations.
2. Assess the provisions of Indian Contract, 1872.
3. Describe the various provisions of Companies Act 1956.
4. Administer the various sections of Consumer protection act.

#### **16. EMBA-208/308**

The basic objective of this course is to enable the students to apply knowledge that they have learned so far in the course. It is intended to develop diagnostic skills, critical analysis and design of systematic study under the guidance of internal faculty supervisor. The students are required to select a suitable and relevant research problem from a particular functional area of management. A copy of the synopsis is required to be submitted in the department not later than second week after the commencement of the examination. The report shall be evaluated by external examiners appointed by the University.

#### **17. EMBA-301 Strategic Management**

Upon successful completion of the course the student should be able to:

1. Identify strategic macro environmental issues; analyse industry factors, and identify their impact on profitability and strategic positioning
2. Assess organizational performance; identify strategic capabilities and gaps; assess and evaluate organizational strategies
3. Comprehend the Strategic options at Corporate Level, Business Level and Functional Level
4. Select appropriate strategies & approaches to facilitate putting strategy into action
5. Describe the strategic issues and alternatives in Globally Competitive Markets

#### **18. EMBA-302 International Business Management**

Upon successful completion of the course the student should be able to:

1. Describe the Importance, nature and scope of international business
2. Analyse different aspects of international business environment including political, legal, economic and cultural environment, and the risks associated with each of them
3. Appreciate the role of World Trade Organization (WTO) in governing international trade
4. Recognize the Levels of Regional Economic Integration
5. Describe the working of the international monetary system and international money and capital markets.

#### **19. EMBA-303 Information Technology Management**

Upon successful completion of the course the student should be able to:

1. Describe the concepts related to Information Systems
2. Design the process of SDLC, web site development and database management
3. Assess the role on IT in business transformation
4. Identify the enabling IT infrastructure for the organization

#### **20. EMBA-401 Project Management**

Upon successful completion of the course the student should be able to:

1. Describe the key concepts and principles of Project Management
2. Assess the roles and responsibilities of the project manager
3. Elaborate the processes involved in project life cycle
4. Apply the project planning and cost estimation techniques to the business scenarios
5. Formulate the plan to control and track the project for successful implementation

## **21. EMBA-402 Corporate Governance, Values and Ethics**

Upon successful completion of the course the student should be able to:

1. Describe the importance of ethics in personal and professional setup.
2. Solve practical problems based on ethical dilemma.
3. Identify the latest developments in area of corporate social responsibly.
4. Compare, contrast and choose among different practices of corporate governance.

## **ELECTIVES Group-I KNOWLEDGE AND TECHNOLOGY MANAGEMENT**

### **1. EKTM-01 Internet Business Models and Business Strategies**

Upon successful completion of the course the student should be able to:

1. Identify the success of Internet Business Models.
2. Envision innovative business models.
3. Demonstrate the use of technology and internet.
4. Assess the business scenario and design business models.

### **2. EKTM-02: IT Enabled Services Management**

Upon successful completion of the course the student should be able to:

1. Describe the process of Strategic Planning for IT Enabled Services.
2. Analyse the link between technology and IT Enabled Services.
3. Assess and identify the key issues and challenges in IT Enabled Services.
4. Describe the contributions of Service Quality and Satisfaction.

### **3. EKTM-03 ERP Implementation**

Upon successful completion of the course the student should be able to:

1. Describe the key concepts and principles of ERP.
2. Perform a comprehensive analysis of business scenario for ERP implementation.
3. Apply Business Process Reengineering methodologies to real world situations.
4. Demonstrate the project management and change management techniques.
5. Formulate the plan to control and track the project for successful implementation.

### **4. EKTM-04 Data Base Management**

Upon successful completion of the course the student should be able to:

1. Describe the concepts of Data warehousing and database management
2. Create E-R diagram, design relational database using normalization
3. Describe the different types of Index and their usage
4. Construct SQL Queries to retrieve, update or insert data per requirements

#### **5. EKTm-05 Telecommunication for Business**

Upon successful completion of the course the student should be able to:

1. Describe the evolution of telecom technology.
2. Integrate knowledge of communication technologies with appropriate policy, financial and management issues.
3. List the key challenges in Telecom Marketing.
4. Articulate the basic issues of telecommunication and information policy, and the key governmental and regulatory processes affecting them, from a global perspective.

#### **6. EKTm-06 Mobile Commerce and Security**

Upon successful completion of the course the student should be able to:

1. Describe mobile commerce, mobile computing and security.
2. Identify emerging telecommunication technologies.
3. Apply mobile security techniques, models and framework.
4. Assess latest issues and trends in mobile commerce and security.

#### **7. EKTm-07 Knowledge Management and Innovation**

Upon successful completion of the course the student should be able to:

1. Describe concepts of knowledge management and Innovation
2. Identify current issue in the field of knowledge management and Innovation
3. Design process for creation and implementation of Knowledge management in organization
4. Scan the business environment and formulate strategies to innovate and develop new business

#### **8. EKTm-08 E-Business and E- Commerce**

Upon successful completion of the course the student should be able to:

1. Describe the concepts of business models in today's context of E-Business and ECommerce.
2. Identify the synergy of technology and new age businesses.
3. Safeguard Business Networks in the context of virtual business.
4. Determine the contributions of micro and macro factors for E-Business and E-Commerce.

#### **9. EKTm-09 Sectorial Application and Emerging Issues in KTM** (as decided by the faculty)

#### **10. Data Analytics I (Elective paper for EMBA-ITM/KTM)**

Course Objective:

- 1) Understand data types and limitations as well as major sources for enterprise data
- 2) Systematically assess the quality and completeness of available data
- 3) Understand Model building and Model validation with the help of softwares.

Course Outcome:

- 1) To be able to Use Python/R software as a tool for data pre-processing, solution design,
- 2) Ability to build model and validate model across multiple algorithms Learn predictive modelling with Python / R software
- 3) Communicate insights from data through visualization and storytelling and get hands-on experience with XLMiner and Tableau for Exploratory Data Analysis

## **11. Data Analytics II**

Course Objective:

- 1) Describe the difference between supervised and unsupervised learning,
- 2) To understand unsupervised machine learning, the techniques that belong to these categories and the major use cases for each.
- 3) Describe the strengths and weaknesses of different modelling approaches
- 4) Describe the principles behind linear regression, logistic regression, decision trees, K-Means and hierarchical clusters, and ensemble methods.

Course Outcome:

- 1) Describe the strengths and weaknesses of different modelling approaches and identify the one that best fits their goals and data
- 2) Create models using these methods in Python/R software
- 3) Interpret the results of their models and describe how they address a business need to laymen

## **Elective Group-I Supply Chain Management**

### **1. ESCM--01 Total Quality Management**

Upon successful completion of the course the student should be able to:

1. Assess the importance of Quality in an organization.
2. Describe the contributions on Quality by pioneers of the field.
3. Evaluate quality policy by applying relevant tools.
4. Deploy statistical quality control techniques.
5. Describe the Quality Management Awards and frameworks

### **2. ESCM-02 International Logistics Management**

Upon successful completion of the course the student should be able to:

1. Assess the crucial role of logistics in an organization and economy at large.
2. Analyze the linkages of logistics with other functions of the organizations.
3. Examine the logistics systems by deploying comprehensive approaches.



4. Identify the Logistics relationships.
5. Design and implement service response logistics.

### **3. ESCM-03 Transportation Management**

Upon successful completion of the course the student should be able to:

1. Describe the role of logistics in the economy.
2. Design and integrate logistics within an organization.
3. Apply tools and techniques to analyse logistics.
4. Design and implement service operations.

### **4. ESCM-04 Service Operations Management.**

Upon successful completion of the course the student should be able to:

1. Describe the nature and scope of services marketing.
2. Assess the Customers Buying considerations and behaviour.
3. Identify unique challenges of marketing and managing services.
4. Formulate appropriate strategies for service sector promotion and distribution strategies

### **5. ESCM-05 SCM and Customer Relationship Management**

(as decided by the faculty)

### **6. SMB-06 Business Process Reengineering**

Upon successful completion of the course the student should be able to:

1. Conceptualize business operations as processes.
2. Apply the business improvement methodologies to real world business situations.
3. Conceive strategies for Business Process Re-engineering and Business Process Management.
4. Design, implement and manage change in organizations.

### **7. ESCM-07 IT in Supply Chain Management**

Upon successful completion of the course the student should be able to:

1. Formulate requirements and specifications for IT in Supply Chain.
2. Assess the technical aspects of information technology.
3. Describe the components of supply chain.
4. Perform technical scrutiny of the IT devices to be deployed in real world business scenarios.

### **8. ESCM-08 Sectorial Application of SCM**

(as decided by the faculty)

## **Elective Group-I INFORMATION TECHNOLOGY MANAGEMENT**

## **1. EIT-01 Data Warehousing and Data Base Management**

Upon successful completion of the course the student should be able to:

1. Describe the concepts of Data warehousing and database management
2. Create E-R diagram, design relational database using normalization
3. List different types of Index and their usage
4. Construct SQL Queries to retrieve, update or insert data per requirements

## **2. EIT-02- Business Systems Analysis and Design**

Upon successful completion of the course the student should be able to:

1. Identify issues related to planning, implementation and maintenance of IT based Systems.
2. Describe and evaluate the systems development life cycle.
3. Assess the requirements for system design by data and process modeling.
4. Apply tools and techniques for designing information systems for businesses.

## **3. EIT-03 Knowledge Management and Innovation**

Upon successful completion of the course the student should be able to:

1. Describe the concepts of knowledge management and Innovation
2. Identify key current issue in the field of knowledge management and Innovation
3. Design the process of creation and implementation of Knowledge management in organization
4. Scan the business environment and formulate strategies to innovate and develop new business

## **4. EIT-05 Mobile commerce and security**

Same as EKT-06

## **5. EIT-06 BPR and ERP Implementation**

Upon successful completion of the course the student should be able to:

1. Describe the key concepts and principles of Business Process reengineering.
2. Assess the trends in BPR to develop and implement the BPR methodology.
3. Analyze the business scenario to design the ERP implementation strategy.
4. Evaluate the impacts of BPR and ERP implementation on organization.

## **6. EIT-07 e-Governance**

(as decided by the faculty)

## **7. EIT-08 Business process reengineering**

Same as ESCM-06

## **8. EIT-09 Sectorial Application of ITM**

(as decided by the faculty)

## **9. EIT-10 Emerging Issues in ITM**

(as decided by the faculty)

### **Data Analytics I (Elective paper for EMBA-ITM/KTM)**

Course Objective:

- 1) Understand data types and limitations as well as major sources for enterprise data
- 2) Systematically assess the quality and completeness of available data
- 3) Understand Model building and Model validation with the help of software's.

Course Outcome:

- 4) To be able to Use Python/R software as a tool for data pre-processing, solution design,
- 5) Ability to build model and validate model across multiple algorithms Learn predictive modelling with Python / R software
- 6) Communicate insights from data through visualization and storytelling and Get hands-on experience with XLMiner and Tableau for Exploratory Data Analysis

### **Data Analytics II**

Course Objective:

- 5) Describe the difference between supervised and unsupervised learning,
- 6) To understand unsupervised machine learning, the techniques that belong to these categories and the major use cases for each.
- 7) Describe the strengths and weaknesses of different modelling approaches
- 8) Describe the principles behind linear regression, logistic regression, decision trees, K-Means and hierarchical clusters, and ensemble methods.

Course Outcome:

- 4) Describe the strengths and weaknesses of different modelling approaches and identify the one that best fits their goals and data
- 5) Create models using these methods in Python/R software
- 6) Interpret the results of their models and describe how they address a business need to laymen

## **ELECTIVE Group-II MARKETING MANAGEMENT**

### **1. EMK-01 International marketing management**

Upon successful completion of the course the student should be able to:

1. Describe the characteristics of international marketing environment.
2. Apply the concept of marketing in contemporary international marketing context.
3. Create and manage marketing mix in international markets.
4. Identify and interpret information for successful promotion and distribution in international markets.

### **2. EMK-02 Retail and distribution and Management**

Upon successful completion of the course the student should be able to:

1. Describe how retailing works and the various factors which influence its success.
2. Assess the implications of strategic retail decisions.
3. Create a retail experience to achieve customer trust and loyalty.
4. Examine retail management information systems.

### **3. EMK-03 Marketing of Services**

Upon successful completion of the course the student should be able to:

1. Describe the nature and scope of services marketing.
2. Assess the Customers Buying considerations and behaviour.
3. Identify the unique challenges of marketing and managing services.
4. Formulate appropriate strategies for service sector promotion and distribution strategies.

### **4. EMK-04 Advertising and Brand Management**

Upon successful completion of the course the student should be able to:

1. Describe the various concepts and principles of advertising.
2. Design media plan for the organization in accordance with organizational goals and strategies.
3. Describe the meaning and relevance of brand.
4. Comprehend various issues pertaining to brand positioning and its application for combating competition.

### **5. EMK-05 Rural and Social Marketing**

Upon successful completion of the course the student should be able to:

1. Describe the key characteristics and other aspects of rural markets.
2. Analyze and apply marketing strategies in context of rural markets.
3. Describe social marketing and various stakeholders involved in it.
4. Apply social marketing strategies as per the needs of the target consumers.

### **6. EMK-06 Promotion Management and Business to Business Marketing**

Upon successful completion of the course the student should be able to:

1. Describe the importance and scope of sales management.
2. Design robust sales and distribution strategies for dynamic marketing environment.
3. Assess sales and distribution strategies in contemporary markets.
4. Demonstrate skills and abilities for managing sales territories.

### **7. EMK-07 Consumer Behaviour**

Upon successful completion of the course the student should be able to:

1. Describe the concept of consumer behaviour from a variety of perspectives.
2. Identify the key reasons behind why particular consumers in particular situations behave in a certain way.
3. Design a marketing mix in accordance with preferences of consumers.
4. Develop strategies to create and enhance customer value.

## **8. EMK-08 Customer Relationship Management**

Upon successful completion of the course the student should be able to:

1. Describe the concept of customer relationship management and the benefits delivered by its implementation.
2. Develop insights from data for CRM.
3. Identify ways for acquiring and retaining customers.
4. Define and design a customer centric organization.

## **9. EMK-09**

Objective: The objective of this paper is to make students familiar with the latest tools and techniques of digital marketing to enable them to design and manage effective online campaign.

# **Elective Group-II: Finance**

## **1. EFM-01 Security analysis and portfolio management**

Upon successful completion of the course the student should be able to:

1. Identify assets such as stock and bonds
2. Allocate investments into stock and bond portfolios
3. Assess the risk preferences of Individuals
4. Create and manage diversified portfolios

## **2. EFM-02 Mergers, Acquisitions & Corporate restructuring**

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

1. Identify key differences between the mergers and acquisition.
2. Describe the process of mergers and acquisitions, restructuring of organizations.
3. Carry out the valuation of mergers.
4. Apply their knowledge in the practical setting.

## **3. EFM-03 Corporate Business taxation and Planning**

Upon successful completion of the course the student should be able to:

1. Identify various types of taxes and their implications in decision making.
2. Examine and assess the provisions for taxation of companies.
3. Assess different types of incomes and their taxability and expenses and their deductibility.
4. Describe and apply the provisions in corporate tax laws for tax planning.

## **4. EFM-04 International Financial Management**

Upon successful completion of the course the student should be able to:

1. Describe the international financial environment
2. Apply international financial theory
3. Assess the forces influencing global finance and their role in global business strategies.
4. Evaluate cross-border investment opportunities for undertaking various capital budgeting and short-term cash flow management decisions.

#### **5. EFM-05 Investment Banking**

Upon successful completion of the course the student should be able to:

1. Describe the role and importance of accounting practices
2. Analyse the difference in accounting standards of various countries.
3. Restate financial statements using different accounting standards for comparative purposes.
4. analyse and address the issues arising due to different accounting standards.

#### **6. EFM-06 Futures, Options and Risk Management**

Upon successful completion of the course the student should be able to:

1. Differentiate between hedging and speculation
2. Evaluate pricing for futures and forwards
3. Identify different hedging strategies
4. Learn the mechanics, valuation and trading strategies of derivative market
5. Develop trading strategies in the volatile market

#### **7. EFM-07 International Accounting Practices**

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

1. Differentiate between hedging and speculation.
2. Evaluate pricing for futures, forwards and options.
3. Identify different hedging strategies.
4. Describe the mechanics, valuation and trading strategies of derivative market.
5. Develop trading strategies in the volatile market.

#### **8. EFM-08 Project Appraisal and Finance Course Outcome**

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

1. Describe structuring and evaluation of projects in various sectors.
2. Identify the various sources of funding for projects in India.
3. List new methods of financing like Venture Capital and Private equity.
4. Develop a feasibility report incorporating the elements of project appraisal.
5. Design the strategies employed in managing project risk.

#### **9. EFM-09 Commodity and Price risk Management**

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

1. Recognize the volatility of commodities associated with a business.
2. Hedge the price risk associated with commodity volatility using suitable instruments.

3. Evaluate commodities as part of an investment portfolio.
4. Devise suitable investment strategies to invest in commodities.

## **10. EFM-10 Managing Financial institutions and Markets**

Upon successful completion of the course the student should be able to:

1. Describe the nature and role of financial systems.
2. Apply concepts relevant to financial markets and financial institutions to current events or topical Issues.
3. Describe the differences and applications of financial instruments and financial services.
4. Assess the international integration of financial markets and analyze the implications for financial managers.

## **Elective Group II: Human Resource Management**

### **1. EHR 01 Management of Industrial relations & Labour Legislation**

Upon successful completion of the course the student should be able to:

1. Describe the Labour Laws and Legal Framework of Industrial Relations.
2. Assess the rationale of labour laws in organizations.
3. Examine the labour laws in India viz-a-viz International Labour Organization.
4. Identify issues pertaining to employee relations in an organization.

### **2. EHR-02 Compensation Management**

Upon successful completion of the course the student should be able to:

1. Describe Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.
2. Illustrate different ways to strengthen the pay for performance link.
3. Evaluate the concepts of employee benefits.
4. Exhibit the knowledge of legal framework required in employee benefits.
5. Demonstrate the implications of strategic compensation and possible employer implications.

### **3. EHR-03 Organizational Change and Intervention Strategies**

Upon successful completion of the course the student should be able to:

1. Comprehend the principles of OD located in human relations school of management.
2. Identify major types of organizational development interventions.
3. Demonstrate how to evaluate organizational development interventions.
4. Apply human resource intervention techniques in different management scenarios.
5. Describe the human resources metrics and how they relate to organizational development in order to improve client consultant relationship.

### **4. EHR-04 Human Resource Management: Strategies and Systems**

Upon successful completion of the course the student should be able to:

1. Describe the scope of HRM.
2. Describe meaning and nature of strategic HRM.
3. Identify the link between HR strategies and business strategies.
4. Frame HR strategies by applying knowledge of labour markets and product markets locally, nationally and internationally.
5. Assess the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.

#### **5. EHR-05 Global Human Resource Management**

Upon successful completion of the course the student should be able to:

1. Describe the different meanings and dimensions of “culture”.
2. Assess the impact of culture on business practices.
3. Explain and analyze the impact of national culture on organizational cultures.
4. Explain how leadership differs across cultures.

#### **6. EHR-06 Management of Training and development**

Upon successful completion of the course the student should be able to:

1. List training and development needs for the 21st century.
2. Explain the organizational, societal and individual costs and benefits of training and development.
3. Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs.
4. Describe appropriate implementation, monitoring and assessment procedures of training.
5. Evaluate training programs using appropriate design and data collection procedure.

#### **7. EHR-07 Interpersonal processes and Counselling skills for Managers**

Upon successful completion of the course the student should be able to:

1. Identify how to clarify key issues in attending skills.
2. Demonstrate empathic listening and responding skills.
3. Apply the techniques of probing and summarizing.
4. Demonstrate the skill of challenging client assumptions.
5. Exhibit counselling skills and its applications.