

UNIT-III

Services Marketing Mix: Product-Service Continuum, product Differentiation and Product Levels, and Service Life Cycle – Pricing of Services and Revenue Management: Pricing Concepts, Pricing Strategies for Services – Communications Mix for Services – Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services – Role of Employees and Consumers in Services – Integrated Communication and Service Branding – Concept of Service Encounter – Moment of Truth – Concept of Services cues and Physical Evidence – Concept of Process – Types of Process – Role of Process in Various Services – Customer Role in Service Process – Developing and Managing Service Processes.

UNIT-IV

Customer Satisfaction & Service Quality Management: Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction – Service Quality Models: Parasuraman- Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos Model – Technology & Service Strategy: Applying Technology to Service Settings, eservices.

UNIT-V

Relationships, Complaining & Service Recovery: Building and Managing Customer Relationships, Human Service Interfaces, Services Marketing Effectiveness, Service Deficiencies, Service Failure, and Recovery Services Strategies – Service Innovation and Design – Cost-Effective Service Excellence – Customer Profitability and Lifetime Value – Managing Customer Loyalty – Churn Diagnostic and Customer Retention – Service Audit.

Case Study (Not Exceeding 300 words)

Practical component:

- Ask students to choose a service industry of their choice at the beginning of the semester.
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

REFERENCE BOOKS:

1. Lovelock. Christopher H., Services Marketing, Pearson Education, New Delhi.
2. ValeriZeithmal and Mary Jo Bunter, Services Marketing, Tata McGraw Hill, New Delhi.
3. Ravi Shankar, Services Marketing, Excel Books, New Delhi.
4. K. Ram Mohan Rao, Services marketing, Pearson Education, New Delhi.
5. Newton M P Payne, A., The Essence of Services Marketing, New Delhi, Prentice Hall of India.
6. Apte, Services Marketing, Oxford University Press.
7. Christian Gronrose, Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow& David L.Kurtz, Services Marketing, Wiley India, New Delhi



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

MBA303 HRM: HUMAN RESOURCE PLANNING (4L + 1P + 1T)

Subject Code	MBA 303HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives

The objectives of this course are create a critical appreciation and knowledge for understanding the determinants of human resource requirements in the organization; and to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance. To familiarize the students with the information system, accounting and audit system required for managing HR functions. Further the course helps the students to understand the importance of talented pool of employees in the organization, the aspects of talent engagement, retention and career planning of employees.

Course Outcomes

At the end of the course, the students learn about the importance of hr planning in the organization. The study of this course makes the student learn about hr information system, audit and accounting system necessary for planning human resources in an organization. The students also learn about how to retain talented pool of employees in the organization.

UNIT-I

Human Resource Planning: Concept, Importance, Objectives, Types of HR Plan, Factors Affecting Human Resource Planning, Need for Human Resource Planning, Dimensions of Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human Resource Planning, Obstacles in Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach).

UNIT-II

Human Resource Forecasting and Developing HR Planning Process: Necessity for Forecasting, Steps in Forecasting, Demand and Supply Forecasting, Demand Forecasting Techniques, Forecasting Accuracy, Benefits of Forecasting, Methods of Demand Forecasting and Supply Forecasting at Micro Level, Macro Level and National Level, Managing Surplus and Shortages, Evaluating human resource planning Effectiveness – Developing a HR Plan: Qualitative Side of HR Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in HR Planning, Sample HR Plan.

UNIT-III

Talent Development and Engagement: Policies and Approaches, Organizational Training, Role of Training Managers in Talent Development – Talent Engagement and Fully Engaged Talent, Importance of Talent Engagement, Driving Factors of Talent Engagement, Engagement Levels, Talent Engagement Model, Process for Improving Talent Engagement. , Talent Engagement vs. Performance and Retention, Talent Engagement, Entrepreneurship, Intrapreneurship.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

UNIT-IV

Career Management: Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning.

UNIT-V

Human Resource Accounting: Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA, Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India – Human Resource Information System – Emerging Trends and Issues in Human Resource Planning – Manpower Planning in 21 century – Impact of Globalization on Manpower Planning policies and practices.

Case Study (Not Exceeding 300 words)**Practical Component**

- Ask students to study HR Planning policies and practices of any three product and service oriented organisations.
- Ask students to prepare a blue print of HR forecasting and developing HR Plan.
- Ask students to present innovation HR planning practices adopted by Indian and Western business organizations.

Reference Text Books

1. James W. Walker, Human Resource Planning, McGraw-Hill.
2. Cascio., Managing Human Resources, McGraw-Hill.
3. Mirza S Saiyadain&TriptiPande Desai, Emerging Issues in Human Resource Management, Excel Books.
4. Noe& Raymond., Fundamentals of Human Resources, McGraw-Hill.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
UNIVERSITY
MADRAS - 521 001

MBA304 HRM: PERFORMANCE & REWARD MANAGEMENT (4L + 1P + 1T)

Subject Code	MBA 304HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives

The course aims at motivating the learner to the concept and understands about the effective process of performance appraisal in quality oriented organizations through the pedagogy of case studies and practical experiences. The objectives are to provide a methodology for measuring the efficiency of the employees and to discuss about the components of a good reward system. To create an idea about the various reward methods while rewarding the employee for his great efforts towards to the organizational objectives. Further the course enables the students to understand various incentives that can be used to motivate employee, compensation that given to special groups and retirement benefits that can be offered to employees.

Course Outcomes

At the end of the course, the students learn about significance of performance management in organizations. The students also get acquainted with traditional and modern methods of performance appraisal. The students will get knowledge on reward system and components on reward system and different kind of incentives available to motivate employees in the organization.

UNIT-I

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept.

UNIT- II

Performance Appraisal System: Concept, Defining Performance, Determinants of Performance, Performance Dimensions – Approaches to Measuring Performance, Diagnosing the Causes of Poor Performance – Differentiating Task from Contextual Performance – Choosing a Performance Measurement Approach: Traditional Methods and Modern Methods – Measuring Results and Behaviours – Gathering Performance Information, and Implementing Performance Management System.

UNIT- III

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting: Concept, the Need for Performance Consulting, designing and Using Performance Relationship Maps – Contracting for Performance Consulting services – Organizing Performance Improvement Department.


DEAN

FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

UNIT- IV

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures – Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

UNIT -V

Performance pay – Incentives, Individual, Group, Short-term and Long-term – Compensation of Special Groups, Supervisors, Executives, Directors, Sales Force, Technical Professional, and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes.

Case Study (Not Exceeding 300 words)

Practical Component:

- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.
- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in a automobile manufacturing organization.

Reference Text Books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books
2. G.K.Suri., Performance Measurement and Management, Excel Publications
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. D.K.Srivastava, Strategies for Performance Management, Excel Publications.
5. R.K. Sahu, Performance Management System, Excel Publications.
6. Chadha, Performance Management, MacMillan.
7. Michael Armstrong, Performance Management, Kogan Page India Ltd.
8. Boyett, J.H and Conn, H.P., Maximizing Performance Management, Glenbridge Publishing, Oxford
9. DipakkumarBhattacharya, Compensation Management, Oxford.
10. Pareek, U., Managing Transitions: The HRD Response, TMH



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

MBA305 HRM: TRAINING & DEVELOPMENT (4L + 1P + 1T)

Subject Code	MBA 305 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

Course Objectives

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. To provide an experimental skill-based exposure to the process of planning, organizing, and implementing of training program in a globalised organization. To provide an in depth understanding of the role of training in the development process of an employee and also to educate the employee about career objectives and career planning. Further the course also helps the students to understand the importance of training evaluation, executive development and its importance in effective management of organizations.

Course Outcomes

The students after completion of this course learn about need for and importance of training in the organizations. The students learn about different training methods available and the significance of development programmes in the organization.

UNIT-I

Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; Linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.

UNIT- II

Training Needs Assessment (TNA) and Development Methodologies: Training Needs Analysis: Meaning and significance of training needs types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.

UNIT- III

Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs - competence based and role based training; orientation and socialization; Preparation of trainers; developing training materials; E - learning environment; Flexible learning modules; Self development; Training process out sourcing.

UNIT- IV

Training Evaluation: Meaning, Reasons for Evaluating Training and Significance of Training Evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Data Collection for Training Evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

UNIT- V

Executive Development/ Management Development: Need, factors affecting MDP, Methods, Process, Administration, Delivery, Costing & Pricing, Company Strategies for Providing Development, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training - Emerging Trends in Training and Development: Team training and six sigma training; Electronic Enabled Training Systems (EETS).

Case Study (Not Exceeding 300 words)

Practical Components:

- Study training programs and processes in different organizations and analyze their effectiveness.
- Students to design a training program for a specific job role.
- Students are expected to conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs.
- Implement various training methods, observe and submit a report on its effectiveness.

Reference Text Books

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001

MBA306 HRM: ORGANIZATION DEVELOPMENT & CHANGE (4L + 1P + 1T)

Subject Code	MBA 306 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

LEARNING OBJECTIVES:

The objectives of this course are to help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively, to understand the various components and constraints involved in Change management, to give the knowledge of various tools & techniques for Organization Development to students, to understand different OD interventions and help students explore the different approaches and techniques involved in OD.

Course Outcomes

At the end of the course, the students learn about managing change in organizations. The students also get acquainted with OD interventions, techniques and approaches involved in OD.

UNIT-I

Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

UNIT-II

OD process: Initiating OD relationship, contracting and diagnosing the problem, Diagnosing models, open systems, individual level, group level and organizational level diagnosis collection and analysis for diagnostic information, feeding back the diagnosed information.

UNIT-III

Designing OD interventions: Human process interventions:- coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention, and large group intervention, work design, Socio technical systems approach.

UNIT-IV

HR and Strategic interventions: HRM interventions: performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management.

UNIT-V

Organizational Change- Introduction, Nature of Change, Internal & External Changes, Types of Change, Models of Change- Lewis's Force Field, Systems Model, Action Research Model, Organizational Vision and Strategic Planning; Resistance to Change- Reasons for the Resistance, Overcoming Resistance for the Change, Change and Person and Manager,

**DEAN**

**FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001**

Systematic Approach to Making Change- Factors for Effective Change, Skills of Leaders in Change Management, Designing the Change.

Case Study (Not Exceeding 300 words)

Practical Component:

- To conduct Force field analysis for MBA department
- Group activity-Identify the need for OD intervention for your college and call the director/principal of your college to the classroom to explore the possibility for OD intervention.
- Presentation by students: Identify and explore the possibility for OD intervention in your college level, group level and individual level.
- Hold a debate in the classroom about downsizing the workforce.
- Organization change questionnaire data collection and analyzation.
- Group Presentation: Health care, FOO, Education, PSU, Retail, Manufacturing Industries.
- Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.
- Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report.

REFERENCE BOOKS

1. Palmer, I, Dunford, R., & Akin, G. (2009). Managing organizational change (2nd Ed.), McGraw-Hill: Irwin, NY. ISBN: 978-0-07-340499-8.
2. Kotter, J. and Cohen, D. (2002). The Heart of Change : Real-Life Stories of How People Change Their Organizations. Boston: Harvard Business School Press. ISBN: 1578512549 or 9781578512546.



DEAN
FACULTY OF COMMERCE AND MANAGEMENT
KRISHNA UNIVERSITY
MACHILIPATNAM - 521 001