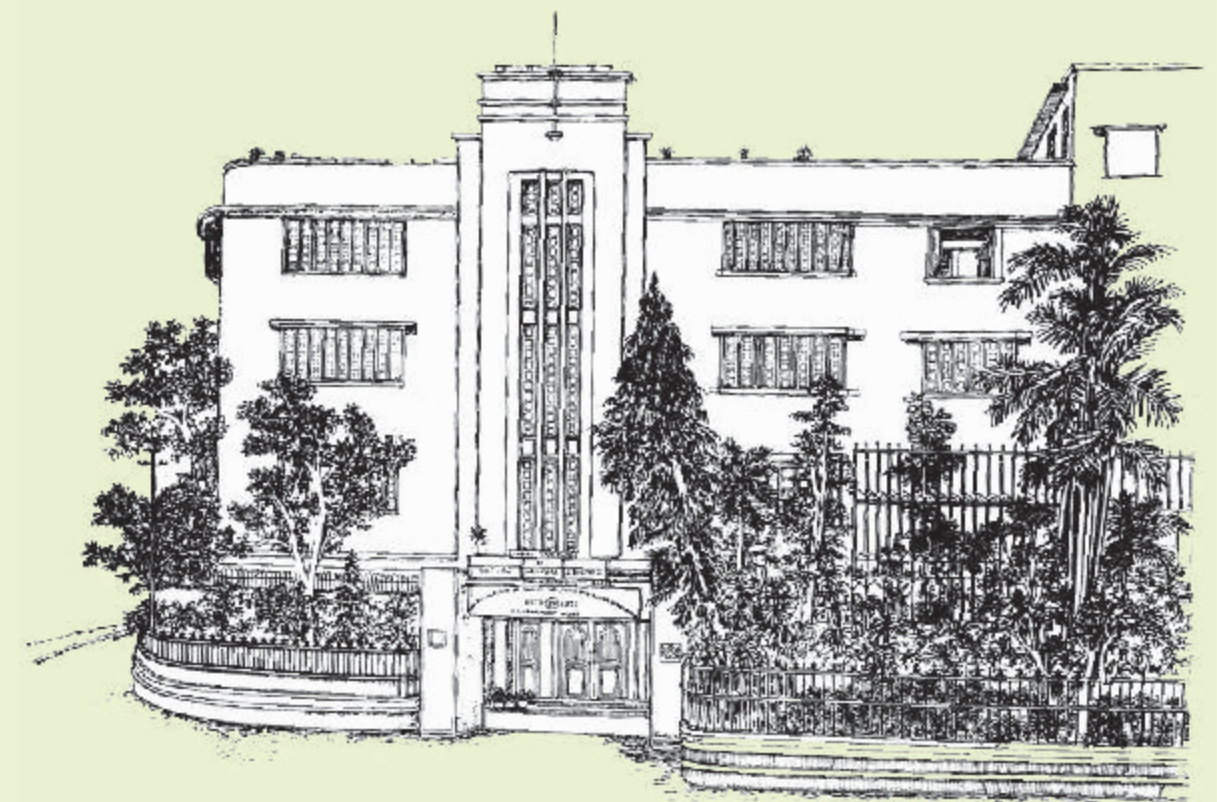




Outcome Based Education

Masters in Business Administration
(Human Resource Management)
(MBA-HRM)
University of Calcutta



INDIAN INSTITUTE OF SOCIAL WELFARE AND BUSINESS MANAGEMENT

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A **bout the Institute: The Indian Institute of Social Welfare and Business Management (IISWBM)** is the first business school of India and South East Asia. IISWBM is one of the premier educational institutions in India that has been serving the nation for 70 years. The precious journey of the Institute commenced on April 25th, 1953, when it was formed by a resolution of the Syndicate of the University of Calcutta.

The Postal Department of the Government of India released a commemorative postage stamp in the name of IISWBM on 25th April, 2004, to celebrate its 50 years of memorable service to the nation. Dr. Bidhan Chandra Roy, the then Chief Minister of West Bengal was the founder president along with several doyens of Indian Management that included illustrious names like Sir Jehangir Gandhi, Lala Laxmipat Singhania, Sir Biren Mookerjee among others. The foundation stone was laid by Pt. Jawaharlal Nehru, the contemporary Prime Minister of India.

IISWBM since inception has tried to blend the concept of social welfare and inclusivity into management education and has served the nation to create illustrious and socially responsible management professionals. Two former Presidents of the Republic of India, Dr. A.P.J. Abdul Kalam and Shri Pranab Mukherjee had visited the institute among other illustrious visitors. Shri Pranab Mukherjee in his address had stated that IISWBM should become an Institution of National Importance (INI).

IISWBM is supported by some of the most acclaimed organisations like the Ministry of Scientific and Cultural Affairs: Government of India, All India Board of Technical Studies in Management: Ministry of Education, Government of West Bengal, Bengal Chamber of Commerce and Industry, Indian Chamber of Commerce, Bharat Chamber of Commerce and Bengal National Chamber of Commerce and Industry.



Pandit Jawaharlal Nehru laying the Foundation Stone of the Academic Block-1958



Dr. B. C. Roy,
Chief Minister of West Bengal (1948-1962) &
the Founder President Board of Governors



Prafulla Chandra Sen,
Chief Minister of West Bengal (1962-1967) &
President Board of Governors (1963-1990)

OUTCOME BASED EDUCATION (OBE)

Outcome-based education is a system where **all the aspects of education are focused on the outcomes of the course**. The students take up courses **with a certain goal of developing competencies** and they have to complete the goal by end of the course. OBE enhances the traditional methods and focuses on what the professional programme provides to the students. OBE provides clear standards for observable and measurable outcomes. The faculty members, moderators, and instructors should guide the students based on the target outcomes.

Principles of OBE:

- 1) Clarity of focus
- 2) Designing down
- 3) High expectations
- 4) Expanded opportunities.

Benefits of OBE:

Clarity: The focus on outcome creates a clear expectation of what needs to be accomplished by the end of the course. ·

Flexibility: With a clear sense of what needs to be accomplished, instructors will be able to structure their lessons around the students' needs. ·

Comparison: OBE can be compared across the individual, class, batch, program and institute levels.

Involvement: Students are expected to do their own learning. Increased student involvement allows them to feel responsible for their own learning, and they should learn more through this individual learning.

Program Educational Objectives (PEOs):

The program educational objectives (PEOs) are broad statements that describe the career and professional accomplishments that the program is preparing the students to achieve.

Program Educational Objectives essentially answer the question: Why does the Program exist in the first place?

PEOs are:

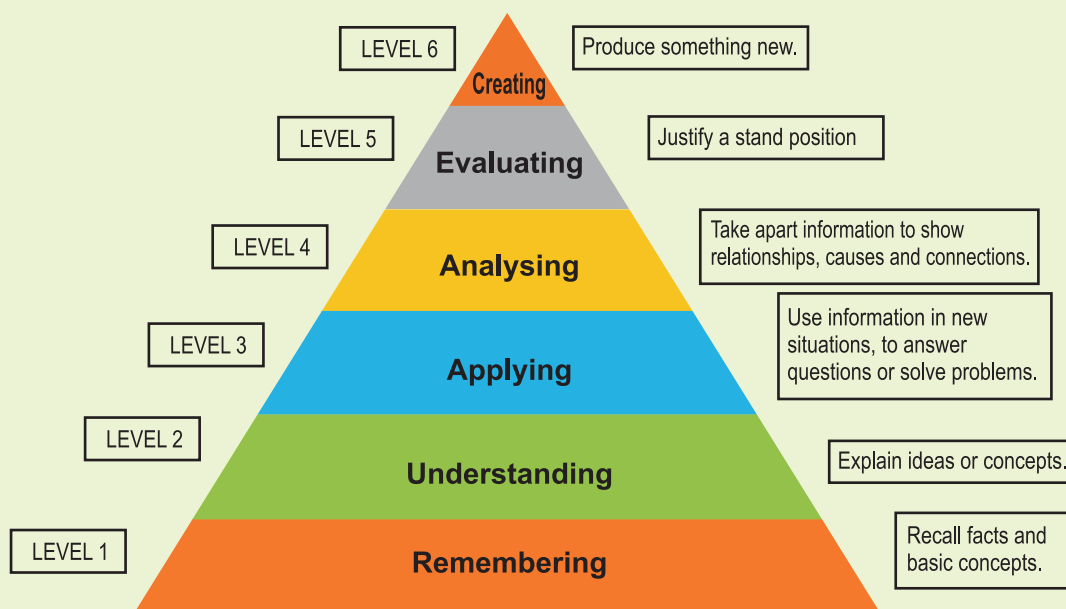
- Statement of areas or fields where the graduates find employment.
- Statement of areas where graduates may to take up higher studies.

Programme Outcomes (POs)

POs are statements about the **knowledge, skills and attitudes** the graduate of a formal MBA (HRM) program should have. POs deal with the **competencies** and expertise a graduating student will possess after completion of the program. POs are statements that describe what students are expected to know and be able to do upon graduating from the program. These relate to the skills, knowledge, analytical ability attitude and behaviour that students acquire through the program. The POs essentially indicate what the students can do from subject-wise knowledge acquired by them during the program.

Course Outcomes

Course Outcomes (COs) are narrower statements that describe what students are expected to know at the end of each subject learning. Every Course leads to some Course Outcomes. The CO statements are defined by considering the course content covered in each module of a course. For every course there may be 5 or 6 COs. The keywords used to define COs are based on Bloom's Taxonomy as follows:



VISION AND MISSION OF IISWBM

Vision of the Institution:

To link an intellectual experience with the sense of social responsibilities with the purpose of marrying social welfare to business management.

Mission of the Institution:

1. Create managers for the borderless business world of tomorrow by imparting management education, developing managerial talent, and sharpening competitive managerial abilities.
2. Give students an inter-disciplinary training so that they may gain a holistic view of any organization.
3. To train students for activities relevant to the contemporary socio-economic activities of the country.

MBA (HRM) Program Educational Objectives

- PEO1** To facilitate the students to embark upon a career in Human Resource Management & Industrial Relations.
- PEO2** To train the students for logical and practical approach to problem solving and function effectively in response to changing environment in a social and global context.
- PEO3** To groom the students to work in multicultural and multidisciplinary teams for effective problem solving and help them understand the principles of Team work.
- PEO4** To enable knowledge in interdisciplinary subjects of Human Resource Management.
- PEO5** To equip students with the knowledge of latest analytical and quantitative tools.

MBA (HRM) Program Outcomes

To create competent managers who will be able to :

- PO1** conceptualize the most relevant concepts in Human Resource Management.
- PO2** demonstrate abilities such as initiative taking and innovative thinking in their acts and ability to apply Management fundamentals in practice.
- PO3** function in multi-disciplinary teams.
- PO4** identify, formulate, and solve managerial problems in Human Resource Management and Inter disciplinary areas.
- PO5** use latest analytical tools and Quantitative models in business context.

MBA (HRM) Course Outcomes

101 Organization and Business Environment

Course	Course Outcome ID	Description (At the end of the course the student should be able to...)
101	CO 101-1	Students are able to remember/understand about different organization types and structures
	CO 101-2	Students are able to apply knowledge of different organizational processes.
	CO 101-3	Students are able to analyse the Legal aspects of business
	CO 101-4	Students are able to evaluate the environmental impacts on business
	CO 101-5	Students are able to collate the concepts to real life cases and create new solutions

102 Individual Behaviour in Organization

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
102	CO 102-1	Students are able to remember/ understand about the foundation theories of Organizational behavior
	CO 102-2	Students are able to apply the fundamental concepts of human behavior in HR practices
	CO 102-3	Students are able to analyze factors that lead to enhancement of human potential
	CO 102-4	Students are able to evaluate psychological factors leading to organizational effectiveness
	CO 102-5	Students are able to apply the concepts to real life cases and create new solutions

103 Managerial and Labour Economics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
103	CO 103-1	Students are able to understand/remember the applied economic theories in business
	CO 103-2	Students are able to apply the theories of economic analysis.
	CO 103-3	Students are able to analyze the different issues of micro and macroeconomics applicable to HRM
	CO 103-4	Students are able to evaluate the different forces influencing a labour market
	CO 103-5	Students are able to apply the concepts to real life cases and create new solutions

104 Quantitative Modelling in HRM

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
104	CO 104-1	Students are able to understand the fundamental quantitative modelling theories
	CO 104-2	Students are able to apply the statistical theories to HR cases
	CO 104-3	Students are able to analyse the quantitative data presented
	CO 104-4	Students are able to evaluate the research outcome from the data.
	CO 104-5	Students are able to apply the concepts to real life cases and create new solutions.

105 Labour Laws relating to Industrial Relations

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
105	CO 105-1	Students are able to learn, remember and understand the different statutes related to IR
	CO 105-2	Students are able to apply the statutory compliances to real life cases
	CO 105-3	Students are able to analyze the statutory nuances involved in IR cases at the work place.
	CO 105-4	Students are able to evaluate the impact of statutory changes on Industrial Relations processes and outcomes
	CO 105-5	Students are able to apply the concepts to real life cases and create new solutions.

106 Managerial Accounting

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
106	CO 106-1	Students are able to understand and remember the accounting principles in business
	CO 106-2	Students are able to apply the accounting tools in practice
	CO 106-3	Students are able to analyze the accounting statements for business performance
	CO 106-4	Students are able to evaluate the sound accounting practice standards and accounting health of a business
	CO 106-5	Students are able to apply the concepts to real life cases and create new solutions.

107 Human Resource Information Systems

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
107	CO 107-1	Students are able to understand and remember the concepts of HRIS
	CO 107-2	Students are able to apply the concepts to real life cases
	CO 107-3	Students are able to analyze the concepts of HRIS and their application in the different functions of HRM
	CO 107-4	Students are able to evaluate the quality of HRIS existent in organization
	CO 107-5	Students are able to apply the concepts to real life cases and create new solutions.

108 Fundamentals of Human resource Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
108	CO 108-1	Students are able to remember/ gain comprehensive understanding of the role and functions of human resource management
	CO 108-2	Students are able to apply the knowledge about key functions and responsibilities of HRM to real life cases
	CO 108-3	Students are able to analyse the purpose and models of Competency Mapping
	CO 108-4	Students are able to evaluate the diagnostic Tools and Techniques of HR Planning, Staffing and Workforce Diversity
	CO 108-5	Students are able to apply the concepts to real life cases and create new solutions.

201 Employee Relations

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
201	CO 201-1	Students are able to understand the dynamics of the employee relations
	CO 201-2	Students are able to apply the knowledge about the role of trade unions and worker's representations in organizations
	CO 201-3	Students are able to analyse the different sections as well as the latest amendments in the Industrial Relations Acts
	CO 201-4	Students are able to evaluate the scopes of Collective Bargaining and Workers participations in Management
	CO 201-5	Students are able to apply the concepts to real life cases and create new solutions.

202 Group Behaviour in Organization

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
202	CO 202-1	Students are able to understand/remember the role and function of communication in group settings
	CO 202-2	Students are able to apply knowledge of group dynamics and conflict resolution processes in the organization
	CO 202-3	Students are able to analyse the impact of group behaviour on organizational performance
	CO 202-4	Students are able to evaluate the leadership styles and theories for effectiveness
	CO 202-5	Students are able to apply the concepts to real life cases and create new solutions.

203 Corporate Planning & Strategic Human resource Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
203	CO 203-1	Students are able to understand/remember the linkages between corporate planning and strategic human resource management
	CO 203-2	C Students are able to apply the concept of HR metrics in strategic decision-making
	CO 203-3	Students are able to analyse HR imperatives in the Lifecycle evolution of an Organization
	CO 203-4	Students are able to evaluate the effectiveness of strategic HRM and map its outcome
	CO 203-5	Students are able to apply the concepts to real life cases and create new solutions.

204 HRD & Training

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
204	CO 204-1	Students are able to remember/understand the role and functions of HRD
	CO 204-2	Students are able to apply the concept of HRD matrix for organizational effectiveness
	CO 204-3	Students are able to analyse the role of technology in HRD and Training
	CO 204-4	Students are able to evaluate the role of HRD applications in organizational success.
	CO 204-5	Students are able to apply the concepts to real life cases and create new solutions.

205 Research Methodology

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
205	CO 205-1	Students are able to remember/ understand the different research approaches and designs
	CO 205-2	Students are able to apply techniques of research methodology in research problem formulation and research tools planning
	CO 205-3	Students are able to analyse the data collected through different data analysis techniques
	CO 205-4	Students are able to evaluate, interpret and present research findings
	CO 205-5	Students are able to apply the concepts to real life cases and create new solutions.

206 Labour Laws Relating to Compensation and Social Security

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
206	CO 206-1	Students are able to understand the framework of labour laws applicable to compensation and social security
	CO 206-2	Students are able to apply the statutory compliances to real life cases
	CO 206-3	Students are able to analyze the statutory nuances involved in compensation and social security
	CO 206-4	Students are able to evaluate the impact of statutory changes on social security
	CO 206-5	Students are able to apply the concepts to real life cases and create new solutions.

207 Performance Management & Counseling

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
207	CO 207-1	Students are able to remember/understand the concept of performance management as a process that aligns individual and organizational goals
	CO 207-2	Students are able to apply concepts of different performance management systems, tools, and techniques in organizational context
	CO 207-3	Students are able to analyse the know-hows of Employee Engagement
	CO 207-4	Students are able to evaluate the different phases and processes of Employee Counselling
	CO 207-5	Students are able to apply the concepts to real life cases and create new solutions.

208 Compensation Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
208	CO 208-1	Students are able to remember/understand the different +fundamental theories of Job Analysis, evaluation and compensation
	CO 208-2	Students are able to apply different theories of Wage and Salary administration
	CO 208-3	Students are able to analyse the processes of compensation management
	CO 208-4	Students are able to evaluate the nuances / challenges associated with worker's wage fixation and executive compensation
	CO 208-5	Students are able to apply the concepts to real life cases and create new solutions.

301 Ethics, Corporate Governance and CSR

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
301	CO 301-1	Students are able to remember and gain knowledge on major theories of Ethics, Corporate Governance and CSR
	CO 301-2	Students are able to apply the principles of corporate governance
	CO 301-3	Students are able to analyse the concept CSR and its impact on stakeholders
	CO 301-4	Students are able to evaluate corporate governance frameworks and policies at workplace
	CO 301-5	Students are able to apply the concepts to real life cases and create new solutions.

302 Labour Laws Relating to Welfare, Safety, Health and Hygiene

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
302	CO 302-1	Students are able to remember/ understand the provisions, scope, and applicability of relevant labour laws relating to welfare, safety, health and hygiene
	CO 302-2	Students are able to apply the statutory compliances to real life cases
	CO 302-3	Students are able to analyze the statutory nuances involved in welfare, safety, health and hygiene
	CO 302-4	Students are able to evaluate the impact of statutory changes on welfare, safety, health and hygiene
	CO 302-5	Students are able to apply the concepts to real life cases and create new solutions.

303 Production and Operations Management in HR

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
303	CO 303-1	Students are able to remember and understand the fundamental theories of production and operations management
	CO 303-2	Students are able to apply different types of operations strategies, and theories
	CO 303-3	Students are able to analyse different production and operations management problems
	CO 303-4	Students are able to evaluate the concepts of Game theory, Decision theory, Network Scheduling, Replacement Theory etc.
	CO 303-5	Students are able to apply the concepts to real life cases and create new solutions.

304 International Human Resource Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
304	CO 304-1	Students are able to remember/ understand the fundamental concepts of International Human Resource Management and Cross cultural Studies
	CO 304-2	Students are able to apply the theories of Changing Organisational perspectives from International context
	CO 304-3	Students are able to analyse problems of IHRM
	CO 304-4	Students are able to evaluate the effects of IHRM practices on organizational effectiveness
	CO 304-5	Students are able to apply the concepts to real life cases and create new solutions.

305 Organization Change and Development

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
305	CO 305-1	Students are able to remember/ understand the organization change models
	CO 305-2	Students are able to apply the Techniques of Organisational Diagnosis for change
	CO 305-3	Students are able to analyse the factors related to resistance to change and factors related to smooth application of OD interventions
	CO 305-4	Students are able to evaluate the OC/ OD processes for organizational effectiveness
	CO 305-5	Students are able to apply the concepts to real life cases and create new solutions.

306 Measurement Tools and Techniques in HRM

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
306	CO 306-1	Students are able to remember/ understand the Theories of Psychological Testing
	CO 306-2	Students are able to apply the measurement tools and techniques in organizational settings
	CO 306-3	Students are able to analyse different factors related to effective measurement of HRM
	CO 306-4	Students are able to evaluate the results from application of measurement tools and techniques
	CO 306-5	Students are able to apply the concepts to real life cases and create new solutions.

307 Human Resource Analytics

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
307	CO 307-1	Students are able to remember/ understand the fundamental theories of HR Analytics
	CO 307-2	Students are able to apply HR analytical tools to HR problems
	CO 307-3	Students are able to analyse the different applied models of HR analytics
	CO 307-4	Students are able to evaluate effects of HR analytics applications.
	CO 307-5	Students are able to apply the concepts to real life cases and create new solutions.

308 Marketing & Financial Management For HR

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
308	CO 308-1	Students are able to remember/ understand the fundamental theories of Marketing and Financial Management
	CO 308-2	Students are able to apply the models and concepts of Marketing and Financial Management
	CO 308-3	Students are able to analyse the problems of Marketing and Financial Management
	CO 308-4	Students are able to evaluate the impact of Marketing and Financial Management strategies
	CO 308-5	Students are able to apply the concepts to real life cases and create new solutions.

401 Discipline and Labour Rationalization

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
401	CO 401-1	Students are able to remember/understand disciplinary proceedings in organisations
	CO 401-2	Students are able to apply disciplinary processes in organizations
	CO 401-3	Students are able to analyse workforce for labour rationalization decisions
	CO 401-4	Students are able to evaluate the disciplinary and labour rationalization issues in organisations
	CO 401-5	Students are able to apply the concepts to real life cases and create new solutions.

402 Management of Health and Safety

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
402	CO 402-1	Students are able to remember/understand fundamental theories related to industrial health and safety
	CO 402-2	Students are able to apply the relevant occupational health and safety laws, regulations, and standards
	CO 402-3	Students are able to analyse industrial hazards and health and safety issues.
	CO 402-4	Students are able to develop and implement safety policies and procedures that align with legal requirements and industry best practices
	CO 402-5	Students are able to apply the concepts to real life cases and create new solutions.

403 Quality management and HRM

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
403	CO 403-1	Students are able to remember/understand quality management theories as applied to HRM
	CO 403-2	Students are able to apply the quality management principles to HRM
	CO 403-3	Students are able to analyse important issues in application of Quality Management, TQM, Kaizen etc.
	CO 403-4	Students are able to evaluate the implications of Quality management at workplace
	CO 403-5	Students are able to apply the concepts to real life cases and create new solutions.

404 HR and Knowledge Management

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
404	CO 404-1	Students are able to remember/understand the fundamental theories of knowledge management in achieving organizational goals
	CO 404-2	Students are able to apply techniques and tools of knowledge management
	CO 404-3	Students are able to analyse strategies of knowledge sharing and practices in organizations
	CO 404-4	Students are able to evaluate the frameworks and practices governing knowledge management
	CO 404-5	Students are able to apply the concepts to real life cases and create new solutions.

405 HR Consulting

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
405	CO 405-1	Students are able to remember/understand the fundamental theories of HR consulting
	CO 405-2	Students are able to apply different frameworks and models of HR consulting
	CO 405-3	Students are able to Analyse underlying organizational issues where HR consulting interventions are required
	CO 405-4	Students are able to evaluate HR consulting interventions and outcomes
	CO 405-5	Students are able to apply the concepts to real life cases and create new solutions

406 Project Work

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
406	CO 406-1	Students are able to remember/understand the fundamental theories of project work
	CO 406-2	Students are able to apply the techniques of project planning in real work places
	CO 406-3	Students are able to analyse the organizational issues for project writing
	CO 406-4	Students are able to evaluate the research tools and models used in project work
	CO 406-5	Students are able to apply the concepts to real life cases and create new solutions

407 Dissertation

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
407	CO 407-1	Students are able to remember/understand the fundamental theories of dissertation
	CO 407-2	Students are able to apply the techniques of dissertation writing in real work places
	CO 407-3	Students are able to analyse the organizational issues for dissertation work
	CO 407-4	Students are able to evaluate the research tools and models used in dissertation work
	CO 407-5	Students are able to apply the concepts to real life cases and create new solutions

408 Viva Voce

Course	Course Outcome ID	Description (At the end of the course the student should be able to ..)
408	CO 408-1	Students are able to remember/understand the fundamental theories of all subject of the programme
	CO 408-2	Students are able to apply the quantitative and accounting techniques to real work places
	CO 408-3	Students are able to analyse the issues for dissertation work
	CO 408-4	Students are able to evaluate the tools and models applicable in the field of HRM
	CO 408-5	Students are able to apply the concepts learnt to real life cases and create new solutions