

- 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.

#### RECOMMENDED BOOKS:

- Effective Training, P Nick and Blanchard, 2<sup>nd</sup> Edition, Pearson Education/PHI, 2005
- Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005
- Employee Training & Development, Noe A Raymond, 2<sup>nd</sup> edition, McGraw Hill Publication.
- Management Training and Development, Gupta B.L, 1<sup>st</sup> Edition, Vrinda Publications, 2011.
- Training and Development Methods, Dr. Rishipal, 1<sup>st</sup> Edition, S. Chand, 2011.
- Personal Growth and Training & Development, Ruchi Srivastava, 1<sup>st</sup> Edition, Vrinda Publications,
- 2011.

#### REFERENCE BOOKS:

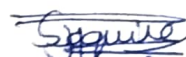
- Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
- Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
- Training in organizations - Goldstein, 4<sup>th</sup> Edition, Cengage learning.

\*\*\*

### KNOWLEDGE MANAGEMENT

Subject Code : 16MBA HR305  
 No. of Lecture Hours / Week : 03  
 Total Number of Lecture Hours : 56  
 Practical Component : 02 Hours / Week

IA Marks : 20  
 Exam Hours : 03  
 Exam Marks : 80

  
 DEAN

Dept. of Business Administration  
 Alva's Institute of Engg. & Technology  
 MIJAR – 574 225

#### Course Objectives:

- To understand the fundamental concepts of Knowledge management.
- To discuss the current trends in knowledge management and their manifestation in business
- To analyze and build communities of practice to contribute and share knowledge

#### Course Outcomes:

The students will be able to

- Gain insights about the concepts of knowledge management.
- Enable with the architecture and models of knowledge management
- Learn knowledge management lifecycle and dissemination

#### Unit 1:

(9 hours)

**Understanding knowledge: the core of business:** What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Knowledge, Intelligence,

Experience, Common sense, Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies.

**Knowledge creation and capture:** Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion.

**Unit 2:**

**(7 hours)**

**The knowledge management cycle:** Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle.

**Unit 3:**

**(6 hours)**

**Knowledge sharing and communities of practice:** The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools.

**Unit 4:**

**(12 hours)**

**Knowledge application:** KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application

**The role of organizational culture:** Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models,

**Unit 5:**

**(12 hours)**

**KM strategy and metrics:** Knowledge Management Strategy, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.

**Unit 6:**

**(10 hours)**

**The KM team & learning organizations: learning organization:** The mystique of learning organization, learning and change, RICE Model. Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations, the KM Profession. Ethical, legal and managerial issues.

**Practical Components:**

- To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
- Make a team of 2-3 students and asking them to conduct a telephonic interview or survey regarding local businesses familiarity with and level of literacy in KM.
- To do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
- To organize a group discussion for students and enable them to go through the knowledge acquisition phases.

- Asking students to compare and contrast on different COPs.


#### RECOMMENDED BOOKS:

- Knowledge Management, Elias M Awad, Hassan M Ghaziri, PHI, 3<sup>rd</sup> Edition.
- Knowledge Management in Theory and Practice, KimizDalkir, 2<sup>nd</sup> Edition, PHI.
- Knowledge Management: Tool for Business Development, Dr. B. Rathana Reddy, Himalaya Publishing House.
- Knowledge Management, Sudhir Warier, Vikas Publishing House.

#### REFERENCE BOOKS:

- Knowledge Management, RatnajaGogula, ICFAI University Press, 2002.
- Handbook on knowledge management, Holsapple, Springer Verlag, 2003.
- Knowledge Management: Systems and Processes, Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.

\*\*\*

  
DEAN

Dept. of Business Administration  
Alva's Institute of Engg. & Technology  
MIJAR – 574 225

### CONFLICT AND NEGOTIATION MANAGEMENT

Subject Code	: 16MBA HR306	IA Marks	: 20
No. of Lecture Hours / Week	: 03	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 80
Practical Component	: 02 Hours / Week		

#### Course Objectives:

- To understand the nature of various dimensions of conflict
- To learn various strategies and techniques to manage conflicts
- To understand the importance and role of negotiation in conflict resolution
- To understand the importance of cross-cultural and gender dimensions of negotiation

#### Course Outcomes:

The students will be able to

- Gain insights of various dimensions of conflicts in an organization
- Know the various strategies and techniques of managing conflicts.
- Learn the process of negotiation and its relevance in conflict resolution.

#### Unit 1: (8 Hours)

**Introduction:** Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group &