



# NIMS UNIVERSITY

SYLLABUS  
OF

MASTER OF BUSINESS ADMINISTRATION-  
MBA (HUMAN RESOURCE MANAGEMENT)

**VERSION 1.3**

**DIRECTORATE OF DISTANCE EDUCATION**

Shobha Nagar, Jaipur-Delhi Highway (NH-11C), Jaipur- 303121  
Rajasthan, India

## MASTER OF BUSINESS ADMINISTRATION – MBA (HUMAN RESOURCE MANAGEMENT)

Eligibility	:	Graduate
Programme Duration	:	2 Years
Programme Objectives	:	<p>MBA in HR is a challenging and stimulating intensive course in management, with an HRM perspective. This programme is intended for present and future leaders who have an aspiration to expand knowledge and skills to best control the human resources in an organization.</p> <p>The strong curriculum and innovative learning methodology is focused on a system-wide perspective.</p> <p>MBA HR Graduates after the completion of the course are well prepared with intensive knowledge of planning strategies, recruitment, hiring of employees, and training of employees to support them for an extended and fruitful career in diverse roles in the human resource departments as Recruiter, Senior HR specialists and generalists, or as business leaders with a strategic human resource management focus.</p>
Job Prospects	:	<p>The successful completion of the programme will enable executives to assume a strategic role in their organisation. In turn, the organisations benefit from the constructive and creative inputs given by our successful programme holders. In addition, the integrated nature of the programme allows a holistic appreciation of business, which is critical to the achievement of a sustainable competitive position in today's ever-changing business environment. The students conduct self-study at their own pace and have the opportunity to specialise in subjects of professional relevance. The programme through distance education is a viable and flexible route to well-accepted management qualification.</p>

**YEAR I**

<b>Course Code</b>	<b>Course Title</b>	<b>Theory/ Practical</b>	<b>Continuous Assessment (Internals)</b>	<b>Credits</b>
MGT16101	Principles and Practices of Management	70	30	4
OBM16101	Organisational Behaviour	70	30	4
ACT16101	Business Accounting and Financial Management	70	30	3
MGT16102	Business Environment	70	30	3
MRK16101	Marketing Management	70	30	3
HRM16101	Human Resource Management	70	30	3
MTH16101	Quantitative Techniques in Management	70	30	3
MGT16103	Executive Communication and Research Methodology	70	30	3
ECN16101	Managerial Economics	70	30	3
OPM16101	Operations Management	70	30	3
			Total	32

**YEAR II**

<b>Course Code</b>	<b>Course Title</b>	<b>Theory/ Practical</b>	<b>Continuous Assessment (Internals)</b>	<b>Credits</b>
MGT16201	Corporate and Business Law	70	30	4
MGT16202	Management Information Systems	70	30	4
HRM16201	Manpower Planning and Development	70	30	4
HRM16202	Industrial Relations and Labour Legislation	70	30	4
HRM16203	Organizational Change and Development	70	30	4
HRM16204	Management of Training and Development	70	30	4
HRM16205	Performance and Compensation Management	70	30	4
HRM16206	Personnel Management Concepts	70	30	4
			Total	32

# DETAILED SYLLABUS

**INSTRUCTIONAL METHOD:** Personal contact programmes, Lectures (virtual and in-person), Assignments, Labs and Discussions, Learning projects, Industrial Training Programmes and Dissertation.

## YEAR I

### PRINCIPLES AND PRACTICES OF MANAGEMENT – MGT16101

UNIT	CONTENTS
1	<b>Conceptual Framework of Management:</b> Management Defined; Components of Management; Features of Management; Functions of Management, Planning, Organising, Staffing, Directing, Controlling; Nature of Management, Management as Science, Management as an Art; Levels of Management, Top Management, Middle Management, Lower Management; Administration and Management, Management and Administration are Different, Management includes administration, There is no Distinction between Management and Administration, Conclusion; Management as a Profession, Implication of Professionalisation; Significance of Management from the Point of View of Modern business Operations, Management is the Brain of an Enterprise
2	<b>Evolution and Foundations of Management Theories:</b> The Classical Organisation Theory, Assumptions of the Classical Theory, Two Streams of the Classical Theory, Key Characteristics of the Classical Theory, Principles of Organisations under the Classical Theory, Criticisms of the Classical Theory; Neoclassical Approach or Theory, Appraisal of Neoclassical Theory Contribution; Facts Discovered through Hawthorne Experiments; Systems Approach to an Organisation, Definition and Characteristics of System, Concept of Sub-system in an Organisation, Classification of Sub-systems; Modern Organisation Theory is Fundamental in Nature, The Various Parts of the System, Nature of their Mutual Interdependency; Modern Organisational Theory : An Appraisal.
3	<b>Management Planning Process:</b> Planning Process, Importance of Planning, Steps of Planning, Types of Plans, Nature of Planning, Scope of Planning; Objectives and its Characteristics, Characteristics of Business Objectives, Multiplicity of Objectives, Advantages of Formal Definition of Objectives, The Process of Setting the Objectives, Environment Factors in Defining Objectives; Policy and its Meaning, Classification of Policies, Formulation of Policies; Procedure Defined, Distinction between Policies and Procedures; Forecasting and its Various Aspects, Nature of Forecasting, Importance of Forecasting, Elements of Forecasting Process, Limitations of Forecasts.
4	<b>Understanding Organisation – Structure and Designs:</b> Organisation Defined, Characteristics of Organisation; Consequences of poor Organisation; AMA’s Ten Commandments of Good Organisation; Principles of Objective; Process of Organising; Functions of Organisation; Organisational Design; Division of Labour or Principles of Specialisation; Departmentalization Structures, Departmentalization by Function, Departmentalization by Product, Departmentalization by Customer, Departmentalization by Geographic Territory, Departmentalization by Project, Departmentation: A Combination Approach; Project and Matrix Design, Advantages of Matrix Organisation, Different Forms of Matrix Organisation; Task Force, Teams, Product Managers, Product Management Developments; Factors in Departmentation; Assignments of Activities; Organisation Charts and Titles; Span of Control; Potential Relationships between Manager and Subordinates; Determining the Optimal Span of Control, Lockheed Weighing Scales, Span of Management and Organisational levels, Tall vs. Flat Organisational Structure, The Scalar Concept, Unity of Command, Exception Principle; Types of Organisation Structure, Line Organisation, Functional Organisation, Line and Functional Staff Organisation, Committee Organisation, Use of Committee, Organisation Line-Staff Relationships, When is it Line,

	and When is it Staff, Organisational Relations and Lines of Authority; New Organisational Designs, The Team Structure, The Virtual Organisation, The Boundaryless Organisation, The Feminine Organisation.
5	<b>Types of Authority:</b> Sources of Authority, Formal Authority Theory, Acceptance Theory, Competence Theory; Decentralisation of Authority; Distinction between Delegation and Decentralisation; Factors Determining the Extent of Decentralisation, Nature of Expansion; Advantages of Decentralisation; Limitations of Decentralisation; The Technique of Decentralisation; Organisation Charts; Principles of an Organisation Chart; Types of the Organisation Charts, On the Basis of Preparation, On the Basis of Organisational Structure, Methods of Constructing an Organisational Chart; Advantages and Limitations of the Organisation Charts.
6	<b>Delegation of Authority:</b> Meaning of Delegation; Formal and Informal Delegation; Characteristics of Delegation; Limitations of Delegation; Process of Delegation, Entrustment of Responsibility, Granting of Authority, Creation of Accountability; Merits of Delegation; Principles of Delegation; Weaknesses of Delegation, On the Part of the Superior, On the Part of the Subordinate, On the Part of the Organisation; Guidelines for securing Better Delegation; Relationship of Authority and Responsibility; Distinction between Authority and Responsibility; Distinction between Authority and Accountability; Distinction between Authority and Power; Distinction between Responsibility and Delegation; Specific Limits of Authority.
7	<b>Decision-making:</b> Decision-making Defined; Characteristics of Decision-making; Elements of Decision-making; Steps in Decision-making; Principles of Decision-making; Types of Decisions; Importance of Decision-making; Rational Decision-making, Stages in the Process of Rational Decision-making; Quantitative Techniques of Decision-making, Main Tools of OR.
8	<b>Directing:</b> Directing Defined; Elements of Direction; Importance of Direction; Nature of Direction-Functions of Management, Pervasiveness of Direction, Continuing Function; Principles of Direction; Principles of Issuing Orders; Types of Direction; Techniques of Direction.
9	<b>Management Control:</b> Control Defined; Nature of Control; Scope or Areas of Control; Process or Elements of Control or Steps in Control, Process of Control; Action to Reinforce the Positive and Correct the Negative Results; Cybernetic and Non-cybernetic Controls; Types of Control; Types of Critical Standards; Requirement of an Effective Control System; Principles of Control; Control Aids/Control Techniques; Other Methods of Control.
10	<b>Management by Objectives:</b> What is MBO?; MBO Characteristics; Defining Objectives, Tests of a Sound Objective; Action to be taken at Company Level; Action to be taken at Individual Level; Reviewing Performance, Conditions which will Exist when MBO Becomes a Way of Running a Business; Benefits of MBO; Reasons: Why MBO Succeeds?; Reasons: Why MBO Fails?
11	<b>Dimensions of Managerial Excellence:</b> The Concept of Excellence; Forms of Excellence; Criteria for Organisational Success; Forms of Organisational Excellence.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Dalton McFarland – Management: Foundation and Practices, Fifth Edition, Macmillan, New York, 1979.
- B. Harold Koontz and Cyril O'Donnell – Essentials of Management, Tata McGraw-Hill, New Delhi, 1980.
- C. Joseph L. Massie – Essentials of Management, Prentice-Hall of India, New Delhi, 1980.

**WEB LINKS:**

- A. <http://managementprincipleandpractices.blogspot.in/2011/11/17-administration-and-management.html>.
- B. <http://www.env.gov.bc.ca/bcparks/planning/mgmtPlanningProcess.html>.

**ORGANISATIONAL BEHAVIOUR – OBM16101**

UNIT	CONTENTS
1	<b>Organisation Behaviour – An introduction:</b> Meaning and Definition of Organisational Behaviour; History of Organisation Behaviour; History of Organisation Behaviour, Industrial Revolution, Scientific Management, The Gilbreths, Henry L Gantt(1861 – 1919), The Human Relations Movement, Illumination Experiments, Relay Room Experiments, Bank Wiring Room Study, Assessing the Hawthorne Studies; Features of OB; Reasons for Studying OB, Psychological Perspective, Sociological Perspective, Organisational Factors; Managers’ Roles and Functions; Who are Effective Managers?; Key Forces Affecting OB; Work force diversity – Challenges and Opportunities of Organisational Behaviour, Understanding Global Organisational Behaviour, Creation of Global Village, Media Literacy for the Global Village, Work Force Diversity, TQM, Reengineering, Ethical Behaviour, Moral Principles for Global Managers, How to improve the Organisation’s Ethical Climate, What’s Unethical Behaviour?, Multiculturalism, Cultural Diversity, Employee Empowerment, Working with people from different cultures, Movement of jobs to countries with low cost labour; The Nature of Organisational Behaviour; Fundamental Concepts of OB ; Fields Contributing to OB, Psychology, Medicine, Sociology, Social Psychology, Engineering, Management, Anthropology, Political Science; Theories and Thinkers Contributing to the Emergence of OB, Emerging perspectives on Organisational Behaviour, The Systems View, The Contingency View, The Interactional View; The Organisational Behaviour System.
2	<b>Foundations of Individual Behaviour:</b> Individual behaviour – Definition, Biographical Characteristics; The Ability-Job Fit, Ability, Nine Physical Abilities; Meaning of Learning; Components of Learning; Determinants of Learning; Principles of Reinforcement, Positive Reinforcement, Negative Reinforcers, Extinction, Punishment, Schedules of Reinforcement; Behaviour Modification; Steps in Designing an OB Mod Programme; Limitations of Behaviour Modification.
3	<b>Attitudes, Values and Job Satisfaction:</b> Meaning of Attitudes; Nature of Attitudes; Functions of Attitude; Components of Attitudes, Cognitive Component, Affective Component, Behavioural Component; Sources of Attitudes; Types of Attitudes; Dimensions of Attitudes; Cognitive Dissonance Theory, Coping with Dissonance; Values; Importance of Values; Formation of Values; Types of Values; Job Satisfaction; Effect of Job Satisfaction on Employee Performance.
4	<b>Perception:</b> Factors Influencing Perception (Perceptual Process), Perceptual Processes, Characteristics of the Perceiver, Characteristics of the Target, Characteristics of the Situation; Principles of Perception (Perceptual Mechanism); Managerial Implications of Perception; How to improve perception; Perceptions and its Application in Organization; Individual Decision Making, Decision making Process; The Linkage between Perception and Individual Decision Making; Ethics in Decision Making, What about Ethics in Decision Making?; The Johari Window; Perception and Consumer Decision-making Process, Selective Attention, Selective Retention, Selective Distortion.
5	<b>Personality:</b> Meaning and Definition of Personality; Major Determinants of Personality, Biological Factors, Cultural Factors, Family Factors, Social Factors, Situational Factors; Major Personality Attributes Affecting OB; Measuring Personality; Holland Typology of Personality and Sample Occupation; Trait Theories, Intrapsychic Theory, Psycho-analytical Social Learning, Job Fit Theory; Big Five Personality Traits (Model), Overview, History,



	Openness to Experience, Extraversion, Agreeableness, Neuroticism, Selected Scientific-Findings, Criticisms, Further Research.
6	<b>Emotional Intelligence (EI):</b> Origins of the Concept; Defining Emotional Intelligence, The Ability-based Model, Measurement of the Ability-based Model, Mixed Models of EI, Measurement of the Emotional Competencies (Goleman) Model, The Bar-On model of Emotional-Social Intelligence (ESI, Measurement of the ESI Model, The Trait EI Model, Measurement of the Trait EI Model, Alexithymia and EI; Concept of Emotional Intelligence, Meaning of Emotional Intelligence, Definition of Emotional Intelligence (EI), Origin of the Term Emotional Intelligence; Importance of Emotional Intelligence; Domains of EI; Emotional Intelligence and Leadership; Emotional Quotient; Criticism of the Theoretical Foundation of EI, EI is too broadly defined and the definitions are unstable, EI cannot be Recognised as a form of Intelligence, EI has no Substantial Predictive Value; Criticism on Measurement Issues, Ability based measures are measuring conformity, not ability, Ability based measures are measuring knowledge (not actual ability), Self report measures are susceptible to faking good, Claims for the predictive power of EI are too extreme; EI, IQ and Job Performance.
7	<b>Motivation:</b> Definition of Motivation; Nature and Characteristics of Motivation, Motivation is an Internal Feeling, Motivation is Related to Needs, Motivation Produces Goal-Directed Behaviour, Motivation can be either Positive or Negative; Importance and Benefits of Motivation; Types of Motivation, Positive or Incentive Motivation, Negative or Fear Motivation; Theories of Motivation, Early Approach to Motivation, Early Theories of Motivation, Hierarchy of Needs Theory, Theory X and Theory Y, The Motivation-hygiene Theory, Motivation Factors, Hygiene Factors, Criticisms of the Two-factor Theory, Contemporary Theory of Motivation, ERG Theory, McClelland's Theory of Needs, Goal-Setting Theory, Reinforcement Theory, Types of Reinforcement, Equity Theory, Reducing or Eliminating Inequity, New Perspective on Equity Theory, Expectancy Theory, Expanding Expectancy Theory; Requirements of a Sound Motivation System; Methods of Motivating People, Factors Determining Response to Motivation; Special Issues in Motivation.
8	<b>Foundation of Group Behaviour:</b> Definition of Groups, Dynamics of Formal Groups, Dynamics of Informal Groups; Reasons for forming groups; Stages of Group Development: Five Stage Model; Characteristics of Groups, Characteristics of Mature Groups, External Conditions Imposed on the Group; Group Structure (Norms and Roles), Characteristics of Roles, Types of Norms, Factors Influencing Conformance to Norms; Group Decision Making.
9	<b>Leadership:</b> Definitions and Meaning of Leadership; Leadership Styles and Patterns, Leadership Styles; Types of Leadership Styles, Directive, Autocratic or Authoritarian Style, Participative or Democratic Style, When to use Participative Style? Is Participative Style Superior?, Autocratic Vs Democratic Style, Laissez-Faire or Free-Rein Leadership Style; Leadership Styles in Indian Organisations; Transactional vs Transformational Leaders; Continuum of Leader Behaviour, Problems with the Continuum Approach; Likert's System 4 Management, System 1: Exploitative – Autocratic, System 2 : Benevolent Autocratic, System 3: Consultative, System 4: Democratic; Leadership Skill (Determinants of Leadership), Human Skill, Conceptual Skill, Technical Skill, Personal Skill; Importance of Leadership; Theories of Leadership, Evaluation of the Theory; Virtual Team, Characteristics of Virtual Teams, Benefits of Virtual Teams; Challenges to Leadership; Contemporary Issues in Leadership.
10	<b>Organizational Power and Politics:</b> Distinguish between Power and Authority; Bases (Sources) of Power, Sources of Power in Organisations, Interpersonal Sources of Power, Using Power Ethically, Structural Sources of Power, Uncertainty Reduction; Consequence of Using Power, Political Behaviour in Organisations; The Reality of Politics; Maccoby's Four Political Types, Managerial Implications; Political Strategies and Influence Tactics, Some Devious Political Tactics, Machiavellianism, Characteristics of People High on Mach Sale; From Concepts to Skills – politicking, Impression Management, Defensive Behaviours.
11	<b>Conflict, Group Behaviour and Collaboration:</b> Definition of Conflict; Sources of Organisational Conflict; Levels of Conflict or Forms of Conflict; Causes of Conflict; Stages of Conflict; Negotiation, What is Negotiation? Planning for Negotiations, Sources of Power

	in Negotiation; Steps in Negotiation; Cultural Differences in Negotiations, Negotiating Approaches to conflict management, Approaches to Negotiation.
12	<b>Foundations of Organization Structure:</b> Organizational Structure, Centralization and Decentralization, Tall Structure Organisation, Flat Structure Organisation, Tall Vs. Flat Organisational Structure; Departmentalization, Types of Departmentalization; Functional Departmentalization; Divisional Structure; Hybrid Structure; Matrix Structure, Project Designs, Matrix Design; Organization Design, Factors Influencing Organization Design, Horizontal Organisations, The Virtual Organisation, Network Design; HR Policies and practices, Human Resource Policies.
13	<b>Organisation Culture:</b> Culture Defined; Basic Elements of Culture; Characteristics and Functions of Organizational Culture; Creating and Sustaining Culture, How Organizational Culture Begins?, Sustaining a Culture; Development implication of OC for Performance and Satisfaction, Corporate Culture and Organizational Success.
14	<b>Work Stress:</b> Meaning and Definition of Stress; The Causes of Stress, Internal Stimuli for Stress, Environmental Stressors; Individual Response to Stress (Influence of Personality); Stress, Sources of Stress, Stress – Coping Strategies, What is Job Stress?, Job Stress Statistics, Symptoms and Warning Signs of Job Stress, Causes of Job Stress, Strategies for Managing Job Stress; Managerial Implications of Stress.
15	<b>Organisation Change;</b> Managing Planned Change; Managing planned change in an Organization, Steps in Planned Change; Alternative Intervention in change Management, Human Process Interventions (Group and Individual Human Relations), Group – Based, Technostructural Interventions (Structures, Technologies, Positions, Etc.), Human Resource Management Interventions (Individual and Group Performance Management), Employee Performance Management, Employee Development, Employee Wellness Programs, Strategic Interventions (Organization and Its External Environment); Forces for change in organization; Approaches to managing organization Change; Forms of Change; The Role of Change Agents; Resistance to Change; Managing Resistance to Change.
16	<b>Organisation Development:</b> Organization Development: An Introduction; Objectives of OD Programmes; Goals of Organization Development; Purpose of Organizational Development; OD for Teams and Groups; OD for Inter-group Relations; OD for the Total Organization; OD Interventions or Techniques; Evaluating the Effectiveness of OD; Planned Organizational Change; Cross Cultural Awareness Approach, What is Cultural Awareness?, Who needs to know about Cross Cultural Awareness?.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. K. Ashwathappa – Organization Behaviour, Tata McGraw Hill.
- B. Ahmed Abad – Management and Organisation Development, Rachna Prakashan, New Delhi (1972).
- C. Arnold and Feldman – Organisational Behaviour, McGraw Hill International, New York.

**WEB LINKS:**

- A. <http://www.slideshare.net/saransuriyan/organisational-behaviour-ppt>.
- B. <http://www.london.edu/facultyandresearch/subjectareas/organisationalbehaviour.html>.
- C. <http://geert-hofstede.com/organisational-culture.html>.



**BUSINESS ACCOUNTING AND FINANCIAL MANAGEMENT –**  
**ACT16101**

UNIT	CONTENTS
1	<b>Introduction to Accounting</b> ; Meaning and Definition of Accounting; Scope and Objectives of Accounting, Accounting as Science or an Art, Objectives of Accounting; Importance and Limitations of Accounting; Process of Accounting, Cash System, Accrual System, Values; Book-keeping, Definition, Importance of Book Keeping, Methods of Accounting, Importance of Double Entry System, Steps involved in Double entry system, Rules of Double Entry System; Types of Accounts, Personal Accounts, Real Accounts, Nominal Accounts.
2	<b>Principles of Accounting:</b> Meaning and Need of Accounting Theory; Generally Accepted Accounting Principles (GAAP), Classification of Accounting Principles; Capital and Revenue Items. <b>Accounting Standards in India :</b> Accounting Standards, Meaning of Accounting Standards, Need and Formulation of Accounting Standards, Nature; Statements of Accounting Standards (AS 1), Disclosure of Accounting Policies, Introduction, Explanation.
3	<b>Accounting Equation and Accounting Cycle :</b> Accounting Equation, Equity as Residual Claims, Rules for Accounting Equation, Effect of Transactions on the Accounting Equation; Accounting Cycle; Account, Kinds of Account. <b>Preparation of Journal, Ledger and Balancing:</b> Books of Original Record, Compound Journal Entry, Opening Journal Entry, Subsidiary Books of Original Records; Ledger; Balancing, Balancing of Different types of Accounts.
4	<b>Subsidiary Books :</b> Meaning of Subsidiary Books; Cash Book, Kinds of Cash Book, Single Column Cash Book, Two Column Cash Book, Three or Triple Column Cash Book, Petty Cash Book; Other Subsidiary Books, Purchases Day Book, Sales Day Book, Purchase Returns Book, Sales Returns Book, Bills Receivable Book, Bills Payable Book.
5	<b>Trial Balance:</b> Meaning of Trial Balance; Methods of Preparation of Trial Balance, Preparation of Trial Balance with the Help of Balances; Types of Errors, Errors which cannot be located by Trial Balance, Errors which can be located by Trial Balance. <b>Financial Statements:</b> Meaning of Financial Statements; Final Accounts with Adjustments; Balance Sheet.
6	<b>Financial Management and Indian Financial System:</b> Meaning and Objectives of Financial Management; Functions of Financial Management; Role of Financial Management in the Organisation; Indian Financial System, Financial Assets; Indian Financial Markets, Capital Market in India, Corporate Debt Market in India, Money Market; Financial Bodies and Institutions, Merchant Bankers/Investment Banks, Mutual Funds, Discount and Finance House of India, Investment Management Company, Regulatory Bodies, Auditing Bodies, Credit Rating Agencies, Securities Trading Corporation of India Ltd.
7	<b>Risk and Return Relationship :</b> Meaning of Return and Rate of Return; Concept and Types of Risk, Interest Rate Risk, Market Risk, Inflation Risk, Business Risk, Financial Risk, Liquidity Risk; Measurement of Risk; Risk and Return of the Portfolio, Diversification of the Risk of Portfolio; Relationship between Risk and Return.
8	<b>Time Value of Money:</b> Foundations of the Time Value of Money; Classifications of the Time Value of Money; Frequency of Compounding; Effective Rate of Interest; Future Value of an Annuity, Future Value of Annuity Due, Sinking Fund Factor Method; Present Value of Single Cash Flow; Present Value of Annuity; Capital Recovery Factor Method. <b>Sources of Capital:</b> Equity Shares, Sweat Security, Non Voting Shares, Bonus Issue; Preference Shares; Debentures; Bonds; Warrants; Sources of Short-term Capital.
9	<b>Capital Structure Theory :</b> Capital Structure Theories; Net Income Approach (NI); NOI Approach; Traditional or Intermediate Approach or WACC Approach; Modigliani Miller Approach (MM); Designing Capital Structure, Features of an Appropriate Capital Structure, Guidelines for Capital Structure Decisions, Factors Determining the Capital Structure; The Trade-off Theory: Cost of Financial Distress and Agency Costs, Consequences of Financial

	Distress, Optimum Capital Structure: Trade-off Theory.
10	<b>Cost of Capital :</b> Meaning and Assumptions of Cost of Capital; Measurement of Cost of Debt; Cost of Preference Share Capital; Cost of Equity Share Capital, Dividend Valuation Model, Capital Asset Pricing Model Approach; Weighted Average of Cost of Capital; Marginal Cost of Capital. <b>Leverage Analysis :</b> Operating Leverage; Financial Leverage; EBIT-EPS Analysis; Combined Leverage.
11	<b>Working Capital Management:</b> Concepts of Working Capital, Gross Working Capital Concept, Net Working Capital Concept, Kinds of Working Capital, Importance of Working Capital, Components of Working Capital; Objectives of the Working Capital Management; Determinants of Working Capital; Forecasting Working Capital; Need to Maintain Balanced Working Capital, Dangers of Excessive Working Capital, Dangers of Inadequate Working Capital; Working Capital Policies; Working Capital Finance, Approaches for Financing Current Assets, Trade-off between Profitability, Risk and Liquidity, Financing Implications of various Committee Reports.
12	<b>Cash, Receivables and Inventory Management :</b> Concepts of Cash Management, Motives for Holding Cash, Aspects of Cash Management, Factors Determining Cash Needs; Objectives of Cash Management; Cash Planning or Cash Budget; Cash Management Strategies, Accelerating Cash Collections, Slowing Down Cash Payments; Concept of Receivables Management; Objectives of Accounts Receivables Management; Credit Policy, Lenient Credit Policy, Stringent Credit Policy, Credit Policy Variables; Meaning and Definition of Inventory; Components or Classification of Inventory; Inventory Management – Objectives; Decision Areas of Inventory Management; Tools and Techniques of Inventory Management/Control, ABC Analysis, Economic Order Quantity (EOQ), Order Point Problem, Two-Bin Technique, VED Classification, HML Classification, SDE Classification, FSN Classification, Order Cycling System, Just in Time (JIT).
13	<b>Capital Budgeting:</b> Meaning and Definition; Features of Capital Budgeting Decisions; Significance of Capital Budgeting; Obstacles for Capital Budgeting; Process/Steps of Capital Budgeting; Principles of Capital Budgeting; Ranking of Capital Budgeting Proposals or Classification of Investment Proposals; Methods of Capital Budgeting, Pay Back Period Method, Accounting or Average Rate of Return, Discounted Cash Flows Method; Present Value Method; Capital Rationing, Divisible Project, Indivisible Project; Risk Analysis in Capital Budgeting.
14	<b>Dividend Policy:</b> Management of Profits; Dividend Policy; Types of Dividend Policies, Advantages of Stable Dividend Policy, Limitations of Stable Dividend Policy; Factors Influencing Dividend Policy; Forms of Dividends; Reasons or Objectives for Issuing the Stock Dividend; Dividend Policy and Valuation of the Firm, Relevant Theory, Walter's Model (Relevant), Gordon's Model, Modigliani-Miller Model; Criteria for Delusion in EPS, Dividend Policy-Stability, Stable Dividend Payout Ratio, Stable Dividends/Steadily Changing Dividends; Practical Aspects of Dividend Policy, Employee Stock Option Plan (ESOP), Earned Value Analysis (EVA), Shares Buyback; Capital Asset Pricing Model (CAPM).

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Dr. S.N. Maheshwari, Sharad, K. Maheshwari – Financial Accounting. Vikas Publishing Co. Pvt. Ltd., New Delhi.
- B. R.L. Gupta, M. Radhaswami – Advanced Accountancy. Sultan Chand, New Delhi.
- C. Prasanna Chandra – Financial Management-Theory and Practice, Tata McGraw Hill, New Delhi (1994).

**WEB LINKS:**

- A. [http://220.227.161.86/9548Indian%Accounting %Standards.pdf](http://220.227.161.86/9548Indian%Accounting%Standards.pdf).

B. [www.futureaccountant.com](http://www.futureaccountant.com)

C. [Ssbtm.weebly.com/uploads/9/2/9/0/9290410/financial-management.pdf](http://Ssbtm.weebly.com/uploads/9/2/9/0/9290410/financial-management.pdf)

## **BUSINESS ENVIRONMENT– MGT16102**

UNIT	CONTENTS
1	<b>Business Environment: An Introduction :</b> Concept; Significance; Constituents of Business Environment, Internal Environment, External Environment, Micro Environment; Business and Society.
2	<b>Social Environment:</b> Business and Ethics; Business and Culture; Social Responsibility, Responsibilities to Shareholders, Responsibilities to Employees, Responsibilities to Consumer, Responsibilities to Community; Business and Government, Role of Government in Business; Political System and its influence on Business; Indian Constitution; Directive Principles of State Policy.
3	<b>Indian Economy:</b> Economic System; National Income; Expenditure; Investment, FDI in India; Economic Planning, Brief View of Five-Year Plans; Priorities of IX Plan.
4	<b>Economic Environment of Business:</b> Income Distribution and Poverty; Capital Formation and Domestic Savings; Public and Private Sectors; Privatisation Move; Fiscal Policy.
5	<b>Industrial Policy and Regulatory Structure:</b> Industrial Development; Industrial Policy Resolution; Small Scale and Cottage Industries; Problem Solutions; New Economic Policy and its impact on Economy.
6	<b>Legal Environment of Business :</b> Legal Environment of Business, Monopolistic and Restrictive Trade Practice (MRTP) Act, Foreign Exchange Regulation Act (FERA). Foreign Exchange Management Act (FEMA), Difference between FERA and FEMA, Intellectual Property Rights (IPR), Right to Information (RTI); Forms of Business Organisation; Business Legislation, Indian Contract Act, 1872, Indian Partnership Act, 1932, Sale of Goods Act, 1930, Negotiable Instruments Act, 1881, Companies Act 1956.
7	<b>Ecological Environment of Business:</b> Environmental Pollution and Economy; Ecosystem Concepts; Industrial Ecology and Recycling Industry.
8	<b>International Business Environment :</b> International Business: Overview, Types of International Business, External Environment; Economy and Political Environment, Human and Cultural Environment, Influence on Trade and Investment Pattern; Work Financial Environment; Cross National Co-operation and Agreement; Tariff and Non-tariff Barriers, GATT; Regional Trade Block, Some Regional Groupings; Globalisation, Dimensions and Stages of Globalisation; International Trade Environment; Theories of International Trade, Hecksher-Ohlin Theory, The Absolute Advantage (Adam Smith Model), The Comparative Advantage (David Ricardo Model); Country Risk Analysis, Political, Social and Economic Risk; Cultural and Ethical Practices; Rise of New Economics, Rise of China as Compared to India, Rise of South East Asia as compared to India, Rise of Japan as compared to India.
9	<b>Managing Multinational Enterprises:</b> Definition of MNEs; Multinational, Global, Multi-domestic and Transnational; International Business Approaches, Potential Need of MNEs; Impact of MNEs, Impact on the Trade Balance, Promote Small Scale/Ancillary Industry, Knowledge Transfer, Improves the Level of Technology of Local Firms, Utilization of Resources, Development of Infrastructure and Economic Development, Inter-industry Linkage Effects, Forward and Backward Linkages, Increases Employment; Problems of MNEs, Multinational Enterprises put Profits before People, Exploitation of Workers, Oligopoly of MNE (Impact on Host Country), M&A Activities by MNEs (Impact on Host Country); Indian Companies becoming Multinational.

**LEARNING SOURCE:** Self Learning Materials

### ADDITIONAL READINGS:

- A. Mishra, Puri – Economic Environment of Business, Himalaya Publications House, 2006.
- B. Starling, Grower- The Changing Environment of Business, Cincinnati, OH, South Western College Publishing 1996.
- C. Justin Paul - Business Environment, Tata McGraw Hill.

### WEB LINKS:

- A. <http://www.coursehero.com/file/7043235/lesson-01-Unit-1-BUSINESS-ENVIRONMENT-THE-CONCEPT/>
- B. [http://www.ebcwebstore.com/product\\_info.php?products\\_id=44](http://www.ebcwebstore.com/product_info.php?products_id=44).

## MARKETING MANAGEMENT – MRK16101

UNIT	CONTENTS
1	<b>Marketing Concepts and Planning:</b> Meaning of Marketing; Marketing Concepts; Marketing Functions; Kenichi Ohmae’s 3Cs Marketing Model; Concept of Marketing and Selling; Marketing Classification; Marketing Planning and Organisational Scanning, Strategic Corporate Planning by Top Management, Strategic Planning at Business Unit Level, Designing an Overall Marketing Plan, Contents of a Marketing Plan.
2	<b>Analysing Market Opportunities:</b> ; Market Segmentation; Market Segmentation Process; Market Segmentation for Industrial Goods; Criteria for Effective Market Segmentation; Consumer Behaviour – Meaning; Different Types of Buying Motives; Developing 7 O’s Framework for understanding Consumer Behaviour; Types of Buying Behaviour; Consumer Decision Process; Factors Influencing Consumer Behaviour; Marketing Information System.
3	<b>Product Management:</b> New Product – Meaning; Product Mix, Organisational Goals and Product Mix, Constituents of a Product Mix; Product Planning and Development, Concept Generation and Market Structure Identification, Advertising Development, Product Formulation and Testing, Testing the Product, Commercialization and Final Launch; Product Policies; Product Line Decisions; Product Positioning and Targeting; Managing Product Life Cycle, Strategic Considerations in the Product Life Cycle Concept, Marketing Strategies and Product Life Cycle, Strategies for Life Cycle Stages; Product Failures; Branding; Packaging; 4Ps Model of Marketing Mix Model, Using the 4Ps Marketing Mix Model.
4	<b>Pricing:</b> Meaning of Pricing; Pricing Factors; Objectives of Pricing; Pricing Policies, Quality Indicator Pricing Policy, Policy of Reduction in Prices, Policy of Increase in Prices, Policy of Price Deals, Reactive Policy to Competitive Price Change; Pricing Methods; Pricing Procedure.
5	<b>Promotion Management :</b> Promotion Mix Decisions; Advertising and its Role, Objectives of Advertising, Advertising Goals, Role of Advertising; Budgeting, Method of Deciding Marketing Budget, Determining the Advertising Budget; Copywriting; Media Selection; Measuring Advertising Effectiveness; Sales Promotion Tools and Techniques, Consumer Promotion Tools, Trade Promotion Techniques.
6	<b>Sales Management:</b> Personal Selling; Types of Personal Selling; Salesman Qualities; Sales Force Determination; Determining Sales Territory, Assigning to Territories; Fixing Sales Quota and Target, Importance of Sales Quotas, Purpose of setting Sales Quotas, Types of Sales Quotas; Public Relation Role; Public Relation Methods.
7	<b>Distribution Channels :</b> Distribution – Meaning; Distribution – Role; Distribution Mix Strategies, Analyze Customer’s Desired Service Output Level, Establishing Objectives and Constraints, Identification of Major Channel Alternatives, Evaluating Major Channel

	Alternatives, Emerging Strategies; Types of Channels; Role of Intermediaries; Managing and Controlling Intermediaries, Selection of Channel Members, Training Channel Members, Motivating Channel Members, Evaluating Channel Members, Modifying Channel Arrangements.
8	<b>Logistics and Physical Distribution:</b> Marketing Logistics; Role of Logistics in Production and Sales, Types of Logistics; Physical Distribution, Physical Distribution and Marketing Mix; Objectives of Physical Distribution; Transport, Just-in-Time Technique, Transportation Costs; Warehousing; Inventory Control, Economic Order Quantity, Inventory Cost.
9	<b>Competitor Analysis and Relationship Marketing:</b> Identifying and Analysing Competitors; Designing Competitive Strategies for Leaders; Designing Competitive Strategies for Challengers; Designing Competitive Strategies for Followers; Designing Competitive Strategies for Nichers; Relationship Marketing.
10	<b>Marketing Control and Diverse Aspects :</b> Online Marketing, Effects of the Internet on Markets; Consumerism and Consumer Protection in India, Consumer Rights, Protection of Consumer Rights, The Consumer Protection Act, 1986; Evaluating and Controlling Marketing Performance; New Issues in Marketing; Globalisation; Grey Marketing, Grey Marketing in Different Industries, Grey Market – Legal Issues.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Philip Kotler, - Marketing Management: Analysis Planning Implementation and Control, NPrentice Hall, New Delhi 1991.
- B. Jagdish N. Sheth and Rajendras Sisodia – More Than Ever Before, Marketing is Under Fire to Account for What it Spends-Marketing Management, Fall 1995.
- C. V. S. Ramaswami, S. Namakumari – Marketing Management, Macmillan, 2003.

**WEB LINKS:**

- A. [http://www.strategicgrowthconcepts.com/marketing/marketing-resources/marketing-information-articles/Elements-of-a-Marketing-Plan\\_AE63.html](http://www.strategicgrowthconcepts.com/marketing/marketing-resources/marketing-information-articles/Elements-of-a-Marketing-Plan_AE63.html).
- B. <http://smallbusiness.chron.com/difference-between-marketing-plan-marketing-concept-22650.html>.

**HUMAN RESOURCE MANAGEMENT– HRM16101**

UNIT	CONTENTS
1	<b>An Introduction to Human Resource Management:</b> Meaning and Nature of HRM; Scope of HRM; Objectives of HRM; Importance of HRM; Systems Approach to HRM; HRM and Competitive Advantage; Strategic Human Resource Management; Traditional HR versus Strategic HR; Evolution of the Concept of HRM.
2	<b>Roles and Policies of HRM:</b> Roles of Human Resource Manager, Administrative Roles, Operational Roles, Strategic Roles; Human Resource Policies, Types of HR Policies, Advantages of HR Policies, Obstacles in Administering HR Policies, Characteristics of a Sound HR Policy, Coverage of HR Policies, Formulation of HR Policies, Evaluating the Impact of HR Policies; Computer Application in Human Resource Management.
3	<b>Human Resource Planning:</b> Objectives of Human Resource Planning; Importance of HRP; The Process of Human Resource Planning, Forecasting the Demand for Human Resources, Preparing



	Manpower Inventory (Supply Forecasting), Forecasting the Human Resource Requirement, Formulating HR Plans
4	<b>Selection Process:</b> Selection; Selection Testing, Intelligence Tests, Aptitude Tests, Personality Tests, Achievement Tests, Simulation Tests, Assessment Centre, Graphology Tests, Polygraph (Lie-detector) Tests, Integrity Tests; Validation, Selection Interview; Types of Interviews; Medical Examination.
5	<b>Recruitment:</b> Sources of Recruitment, Internal Sources, External Sources; Methods of Recruitment, Promotions and Transfers, Job Posting, Employee Referrals, Campus Recruitment, Advertisements, Private Employment Search Firms, Employment Exchange, Gate Hiring and Contractors, Unsolicited Applicants/Walk-ins, e-hiring; Importance of Recruitment; Socialisation Benefits; Recruitment Practices
6	<b>Training and Development Programs:</b> Need Analysis for Training; Types of Training; Methods of Training, Job Instruction Training (JIT), Coaching, Mentoring, Job Rotation, Apprenticeship Training, Committee Assignments; Common Practice; Purpose of Training
7	<b>Executive Development and Knowledge Management:</b> Executive Development, Definition, Importance; Steps in the Organisation of an Executive Development Programme; Self Development and Knowledge Management, Decision-making Skills, Interpersonal Skills, Job Knowledge, Organisational Knowledge, General Knowledge, Specific Individual Needs, Other Off-the-Job Methods; CD-ROMs, Key Factor for Success.
8	<b>Compensation:</b> Basic of Compensation, Nature of Compensation, Objectives of Compensation Planning; Factors Determining Pay Rate; Current Trends in Compensation, Wages, Basic Wage, Dearness Allowance (DA); Job Evaluation, Job Evaluation vs. Performance Appraisal, Features, Process of Job Evaluation, Essentials for the Success of a Job Evaluation Programme; Job Evaluation Methods, Ranking Method, Classification Method, Factor Comparison Method, Point Method, Merits and Demerits; Pricing Managerial and Professional Job; Computerised Job Evaluation.
9	<b>Theories of Motivation:</b> Motivation, Multiple Causes, Multiple Behaviour; Determinants of Motivation; Theories of Motivation, Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Achievement Motivation Theory, Theory Z Process Theories of Motivation.
10	<b>Career Management:</b> Career Management, Career Planning vs. Human Resource Planning, Need for Career Planning, Objectives, Process; Career Development, Individual Career Development, Organisational Career Development; Development Mentor and Protégé Relationships.
11	<b>Performance Evaluation:</b> Definition and Meaning of Performance Evaluation; Features of Performance; Objectives of Performance Evaluation; Performance Evaluation Process; Methods of Performance Evaluation, Individual Evaluation Methods, Multiple-person Evaluation Techniques, Other Methods; 360-Degree Feedback System; Evaluation Interview and Feedback, Feedback Defined; Problems with Performance Evaluation; Essential Characteristics of an Effective Evaluation System; Performance Evaluation Practices in India; The Challenges in Performance Management.
12	<b>Implication of Job Change:</b> Promotions, Purposes and Advantages of Promotion, Bases of Promotion, Promotion Policy; Demotion; Separation; Transfers, Purposes of Transfer, Types of Transfers, Benefits and Problems, Transfer Policy.
13	<b>Industry Practices:</b> Trade Unions; Objectives of Trade Unions; Functions of Trade Unions; Union Structure, Craft Unions, Industrial Union, General Union, Federations; Growth of Trade Union Movement and Membership, Early Period, A Modest Beginning; All India Trade Union Congress, Period of Splits and Mergers, Indian National Trade Union Congress, Other Central Unions.
14	<b>Control Process:</b> Meaning and Purpose of Control; Methods of Control Process; Types of Control; Importance and Requirement of Effective Control Process.
15	<b>Employee Grievances:</b> Features of Grievances; Forms of Grievances; Causes of Grievances; Effects of Grievances; Need for a Grievance Procedure; The Discovery of Grievances; Essential Pre-requisites of a Grievance Redressal Procedure; Redressal Method; Implication of Grievance; Guidelines for Handling Grievances.

**LEARNING SOURCE:** Self Learning Materials



## ADDITIONAL READINGS:

- A. D. K. Bhattacharyya, Human Resource Management, Excel Books, New Delhi, 2006
- B. Robert L Mathis and John H. Jackson, Human Resource Management. Thomson, 2007.
- C. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2007.

## WEB LINKS :

- A. <http://www1.umn.edu/ohr/policies/governing/unit1contract/article8/>
- B. <http://www.businessandfinance.com/bf/2012/2/feb12ints/managementclinicresolvingemplo>

## QUANTITATIVE TECHNIQUES IN MANAGEMENT– MTH16101

UNIT	CONTENTS
1	<b>Basic Statistics:</b> Concept of Descriptive Statistics, Use in Statistical Analysis; Graphical Methods, Advantages of Graphic Presentation, Construction of a Graph, Time Series Graphs or Histograms, Logarithmic Graphs or Ratio Charts, Graph of a Frequency Distribution; Measures of Central Tendency, Arithmetic Mean (AM), The Geometric Mean, The Harmonic Mean, The Median, Mode, Quartiles, Deciles, Percentiles; Measures of Dispersion or Variability, Mean Deviation (MD), Standard Deviation (SD), Variance, Skewness; Measures of Relative Location and Detecting Outliers, z-Scores, Chebyshev's Theorem, Empirical Rule, Detecting Outliers.
2	<b>Probability Distribution:</b> Concept of Probability; Theorems on Probability, Multiplication or Compound Probability Theorem; Bayes Theorem or Inverse Probability Rule; Random Variables, Discrete and Continuous Probability Distributions, Cumulative Probability Function or Distribution Function, Mean Variance of a Random Variable, Moments; Expected Value; Expected Monetary Value (EMV); Expected Value with Perfect Information (EVPI); Cost of Uncertainty, Binomial Distribution, Probability Function or Probability Mass Function, Summary Measures of Binomial Distribution; Poisson, Poisson Process, Probability Mass Function of Poisson Distribution, Summary Measures of Poisson Distribution; Hypergeometric Distribution; Normal Distribution, Conditions of Normality, Probability Density Function, Shape of Normal Probability Curve, Properties of Normal Probability Curve, Probability of Normal Variate in an Interval; Joint Probability Distribution, Marginal Probability Distribution, Conditional Probability Distribution, Expectation of the Sum or Product of Two Random Variables, Expectation of a Function of Random Variables, Expression for Covariance, Mean and Variance of a Linear Combination.
3	<b>Sampling and Sampling Distribution:</b> Meaning of Sampling Distribution, Population and Samples, Distinction between Population and Sample, Parameters and Statistics Parameters Statistic; Types of Sampling; Sampling Distribution, Sampling Distribution of Sample Mean, Standard Error; Sampling from Normal and Non-normal Populations, Application of the Sampling Distribution, Sampling Distribution of the Difference between Two Sample Means, Properties of the Sampling Distribution of Means; Central Limit Theorem; Determination of Sample Size; Finite Population Multiplier; Sampling Distribution of Number of Successes, Sampling Distribution of Proportion of Successes, Sampling Distribution of the Difference of Two Proportions.
4	<b>Estimation:</b> Theory of Estimation; Estimator or Point Estimation, Point Estimation (Properties of Good Estimators), Methods of Point Estimation, Method of Maximum Likelihood, Interval Estimation, Confidence Interval, Interval Estimation using Distribution, Sample Size for Estimation, Determination of an Approximate Sample Size for a Given Degree of Accuracy, Confidence Interval for Population Standard Deviation.

5	<b>Testing of Hypotheses:</b> Basic Concept of Hypothesis, One-tailed and Two-tailed Tests, Type I and Type II Errors, Critical Region and One-tailed versus Two-tailed Tests; One Sample Tests, One Sample z-Test, One Sample t-Test, One Sample t-test and SPSS; Hypotheses Testing of Means when Population Standard Deviation is known, Test of Hypothesis concerning the Equality of Standard Deviation (Small Samples), Test of Hypothesis concerning Equality of Standard Deviations (Large Samples); Hypotheses Testing of Means when population Standard Deviation is Unknown; Hypothesis Testing of Proportions for Large Samples and difference in Proportions, Test of Hypothesis that Population Proportion is $\pi_0$ , Test of Hypothesis concerning Equality of Proportions; Two Sample Tests for Equality of Means for Large and Small Samples, Equality of Means for Dependent Samples, Difference between Proportions for Large Samples.
6	<b>Chi-square:</b> Chi-square Test of Independence, Features of Distribution, Sampling Distribution of Variance, Mean and Standard Error of $S^2$ ; The Student's T-Distribution, Features of t-distribution; Snedecor's F-Distribution, Chi-square Test, Uses of Test, $\chi^2$ -test as a Goodness of Fit, $\chi^2$ -test as a Test for Independence of two Attributes, Yate's Correction for Continuity; Practical in Excel Solver SPSS.
7	<b>Analysis for Variance:</b> Decomposition of Total Variation; Nature of the Test Statistic; Testing the Significance of; Test for difference among more than Two Samples, Kruskal-Wallis H Test, Median Test, Jonckheere-Terpstra Test; Inference about a Population Variance, Inferences for a Single Population Variance, Properties of a $c^2(n-1)$ Distribution; Hypothesis Testing; Inferences for Comparing Two Population Variances, Hypothesis Test for $s^2_1 = s^2_2$ (Normal Populations); Two way Analysis of Variance.
8	<b>Non-parametric Methods:</b> Level of Measurement, Advantages, Disadvantages; The Matched-Pairs Sign Test; Wilcoxon Matched-Pairs Signed Rank-Sum Test; Mann-Whitney Wilcoxon Test; The Kruskal-Wallis Test; The Runs Test for Randomness.
9	<b>Simple Regression and Correlation:</b> Types of Relationships, Line of Regression of Y on X, Line of Regression of X on Y, Correlation coefficient and the Two Regression Coefficients; Estimation using the Regression Line; Mean and Variance of 'ei' Values, Standard Error of the Estimate; Definition of Correlation, Scatter Diagram, Correlation Analysis, Prediction Intervals, Making Inference about Population Parameter, Coefficients of Determination and Correlation, Limitations of Coefficient of Correlation, Probable Error of r, Uses of P.E. (r); Regression and Correlation Analysis.
10	<b>Time Series and Forecasting:</b> Variations in Time Series; Secular Trend; Periodic Variations, Seasonal Variations, Cyclical Variations; Random or Irregular Variations; Trend Analysis, Mathematical Trends, Method of Selected Points and Method of Semi-Averages; Time Series Analysis in Forecasting; Linear Analysis, Non-linear Analysis.
11	<b>Decision Theories:</b> The Different Environments in which Decisions are Made, Decision Making under Certainty, Criteria for Decision Making under Risk, Criteria for Decision Making under Uncertainty; Expected Value Criterion with Continuously Distributed Random Variables, Cost of Uncertainty; Alternative Method, Marginal Analysis, Decision Tree Analysis; Graphic Displays of the Decision Making Process, Constructing the Decision Tree.
12	<b>Linear Programming, Transportation and Assignment Problems:</b> Essentials of Linear Programming Model, Properties of Linear Programming Model; Formulation of Linear Programming Problem, Solving Linear Programming Graphically using Computer; Summary of Graphical Method, General Linear Programming Model; Formulation of Transportation, Vogel's Approximation Method (VAM); MODI method of Solving, Solving the Arizona Plumbing; Assignment Problems, Hungarian Method for Solving.
13	<b>Game Theory:</b> Two-person Zero-sum Game; Pure Strategies: Game with Saddle Point; Mixed Strategies: Games without Saddle Point; Dominance Property; Solving Problem on the Computer with TORA, Pure Strategy Problem, Mixed Strategy Problem; Solving LP Model Games Graphically using Computer.
14	<b>Simulation:</b> Advantages and Disadvantages of Simulation; Monte Carlo Simulation, Procedure for Monte Carlo Simulation; Simulation of Demand; Simulation of Queuing; Simulation of Inventory.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Jaisankar S – Quantitative Techniques for Management, Excel Books.
- B. Srivastava, U. K.; Shenoy, G. V. and Sharma, S. C.- Quantitative Techniques for managerial Decisions; New Age International Pvt. Ltd., (2002) 2<sup>nd</sup> edition.
- C. Bryman, A. and Cramer D. (1999) – Quantitative Data Analysis with SPSS. 8 Release for Windows: A guide for social Scientists, London, Routledge.
- D. Blaxter, I, Hughes C. and Tight M (1996) How to Research, Buckingham, Open University Press.

**WEB LINKS:**

- A. [itl.nist.gov/div898/handbook/eda/section3/eda36.htm](http://itl.nist.gov/div898/handbook/eda/section3/eda36.htm).
- B. [wweb.uta.edu/insyopma/baker/STATISTICS/keller7/.../Chapter09.ppt](http://wweb.uta.edu/insyopma/baker/STATISTICS/keller7/.../Chapter09.ppt).
- C. <http://www.socialresearchmethods.net/kb/statdesc.php>.

**EXECUTIVE COMMUNICATION AND RESEARCH**  
**METHODOLOGY – MGT16103**

UNIT	CONTENTS
1	<b>Business Communication:</b> Defining Communication; Nature of Communication; Organisational Communication, Formal Communication, Informal Communication; Communication and Organisational Effectiveness, Information to be Communicated in an Organisation.
2	<b>Verbal Communication Skills:</b> Persuasion, Process of Persuasion; Participating in Discussion, Qualities Needed for Group Discussion; Debates, Draft of Debatable Topics; Conference; Presentation Skills, Elements of a Presentation, Steps in Presentation; Paralinguistic Features, Voice, Word Stress, Mixed Signals; Audience Analysis, Preliminary Analysis, Analysis during Presentation; Research; Organizing the Speech, Organizing the Speaking Aids; Delivery of Presentation, Ways of Delivering the Presentation, Other Important Aspects related to Presentation, Strategies to Overcome Stage Fear; Oral Fluency Development, Tips for Effective Oral Communication.
3	<b>Non-verbal Communication:</b> Characteristics of Non-Verbal Communication; Classification of Non-Verbal Communication, Kinesics or Body Language, Proxemics of Space Language and Surroundings, Time Language, Para Language, Sign Language; Business Etiquette and Protocol. <b>Effective Business Writing:</b> Effective Business Writing; Style; Word Usage, Avoidable Phrases, Current Usage; Organisation and Mechanics; Electronic Mail, Attachments.
5	<b>Business Letters:</b> Business Letter, Different Types of Letters, Essentials of a Business Letters, Parts of a Letter; Memos, Components of Memos; Minutes, Essential Points in Minutes, Language of Minutes; Agendas; Enquiries, Categories of Letters of Enquiries, Writing Enquiry Letters; Orders, Ways to Place an Order, Drafting Orders; Sales Letters; Tenders; Notice; Letters of Application; Letters of Complaints. <b>Business Projects:</b> Project Proposal, Guidelines, General Format for a Project Proposal; Project Reports; Appraisal Report; Brochure; Hand Bills; Advertisements.
7	<b>Employment Process Communication:</b> Covering Letter, Important Points with Regard to Covering Letter, Techniques for Writing Successful Covering Letter; Resume/CV Writing,

	Sequence of the Resume; Follow-up, Follow-up after Interview, Determining the Method of Follow-up; On-line Resume Submittal Forms, ASCII Text Online Resumes, HTML Online Resumes, PDF Online Resumes
8	<b>Interviewing Skills:</b> Interview; Preparations to be Made by the Interviewer, Guidelines for Conducting Interviews; Candidate's Preparation, Guidelines for the Interviewee, Positive/Desirable Behaviour during Interview.
9	<b>Listening Skills:</b> What is Listening?; Listening Process; Techniques for Listening, Selection of Listening Mode, Concentration and Thinking, Symbol/Meaning/Manipulation, Taking Notes, Physical and Psychological Setting; Improving Listening Skills: Ten Commandments; Barriers to Listening, Perceptual Barriers, Speaker-related Barriers, Listener-related Barriers, Understanding of Non-verbal Cues, Environmental Distractions, General Barriers. <b>Group Discussion:</b> Technique of Group Discussions; Qualities Needed for Group Discussions; Strategies for Group Discussions; Role Playing; Stress Interview.
10	<b>Fundamentals of Research:</b> Scope and Significance of Research; Types of Research, Exploratory Research, Descriptive Research, Applied Research, Pure/Fundamental Research or Basic Research, Conceptual Research, Causal Research, Historical Research, Ex-post Facto Research, Action Research, Evaluation Research, Library Research; Research Process, Research Process, What is Research Problem?, What is Research Methodology?; Research Design/Plan; Steps involved in Preparing Market Research Plan or Designing a Research, Problem Formulation, Evaluate the Cost of Research, Preparing a List of Needed Information, Research Design Decision and Data Collection, Select the Sample Types, Determine the Sample Size, Organize the Fieldwork, Analyze of the Data and Report Preparation, Data Tabulation; What are the Criteria or Characteristics of a Good Research?, A Good Research should be Systematic, A Good Research should be Logical, A Good Research should be Empirical, A Good Research is Replicable.
11	<b>Scientific Method in Research :</b> Process and Logic in Scientific Research; Characteristics of Scientific Method; Why MR cannot be considered Scientific?; Distinction between Scientific and Unscientific Method, Rational and Objective, Accuracy, Maintaining Continuity in Investigation; Cyber-Marketing; Advertising & Sales Promotions; FMCG; Consumer Durables; Production Management; Financial Management; Identifying Research Problem; Sources for Problem Identification; Self-questioning by Researcher while Defining the Problem; Concepts; Constructs; Theoretical Framework; Objectivity in Research.
12	<b>Hypothesis :</b> Meaning of Hypothesis; Sources of Hypothesis; Types of Hypothesis, Descriptive Hypothesis, Relational Hypothesis, Working Hypothesis, Null Hypothesis, Analytical Hypothesis, Statistical Hypothesis, Common Sense Hypothesis; Formulation of Research Design Types; Under what circumstances Exploratory Study is ideal?; Hypothesis Development at Exploratory Research Stage; Exploratory Research Methods, Literature Search, Experience Survey, Focus Group, Analysis of Selected Cases; Conclusive Research.
13	<b>Causal Research :</b> Causal Research or Experimental Research, Test Units, Explanatory Variable, Dependent Variable, Extraneous Variables; Types of Extraneous Variables, History, Maturation, Testing, Instrument Variation, Selection Bias, Experimental Mortality; Concomitant Variable; Systematic Approach to Solve a Research Problem; Experimental Designs, After only Design, Before-after Design, Factorial Design, Latin Square Design, Ex-post Facto Design.
14	<b>Concept of Measurement:</b> Features of a Good Design; Meaning of Measurement; Errors in Measurement; Tests of Sound Measurement; Techniques of Measurement; Sample Questionnaire items for Attitude Measurement; Types of Scale, Nominal Scale, Ordinal Scale (Ranking Scale), Interval Scale, Ratio Scale; Scale Construction Techniques, Paired Comparison, Likert Scale, Semantic Differential Scale, Thurstone Scale.
15	<b>Sampling Design :</b> Meaning and Concepts of Sample, Sample Frame, Distinction between Census and Sampling; Steps in Sampling; Criteria for Good Sample; Types of Sample Design, Probability Sampling Techniques, Non-probability Sampling Techniques; Distinction between Probability Sample and Non-probability Sample, Probability Sample, Non-probability Sample.
16	<b>Data Collection :</b> Types of Data Sources, Primary Data, Secondary Data, Internal Secondary Data, External Secondary Data, Special Techniques of Market Research or

	Syndicated Data; Miscellaneous Secondary Data; Tools for Data Collection; Designing the Questionnaire; Questionnaire Designing, Determine what Information is Required, Mode of Collecting the Data, Type of Questions, Question Wording, Applicability, Split Ballot Technique, Participation at the Expense of Accuracy, Pre-testing of Questionnaire; Mail Questionnaire, Advantages, Limitations; Sample Questionnaires, A Study of Customer Retention as Adopted by Textile Retail Outlets, A Study on Customer Preferences of P.C., Questionnaire (Dealers).
17	<b>Report Writing :</b> Significance of Report Writing; Steps Involved in Report Writing; Layout of Report; Types of Reports, Short Report, Long Report, Technical Report, Non-technical Report, Final Report, Informal Report, Government Report; Executive Summary; Mechanics of Writing Reports; Precautions for Writing Report; Norms for using Tables, Charts and Diagrams; Graphs; Norms for using Index and Bibliography.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. PD Chaturvedi & Mukesh Chaturvedi- Business Communication Concepts Cases and Application — Pearson Education
- B. Urmila Rai & S M Rai- Business Communication - Himalaya Publishing House
- C. Boyd, Westfall and Stasch – Marketing Research-Text and Cases. All India Traveller Bookseller, New Delhi.

**WEB LINKS:**

- A. <http://www.forbes.com/sites/amyanderson/2013/05/28/successful-business-communication-it-starts-at-the-beginning/>
- B. <http://www.crlsresearchguide.org>

**MANAGERIAL ECONOMICS– ECN16101**

UNIT	CONTENTS
1	<b>Managerial Economics: Definition, Nature and Scope Management:</b> Meaning of Managerial Economics; Nature of Managerial Economics, Contribution of Economic Theory to Managerial Economics, Contribution of Quantitative Techniques to Managerial Economics; Scarcity and Decision-making; Scope of Managerial Economics.
2	<b>Fundamental Concepts of Managerial Economics:</b> Marginal and Incremental Principle; Equi-marginal Principle; Opportunity Cost Principle; Time Perspective Principle; Discounting Principle; Role of Managerial Economist; Importance of Management Decision-making.
3	<b>Supply Analysis:</b> Concept of Supply; Determinants of Supply (Law of Supply); Elasticity of Supply.
4	<b>Production Analysis:</b> Production Decision; Production Function; Production Function: One Variable Input Case: Short-run Analysis, Law of Variable Proportion of Diminishing Marginal Returns, Three Stages of Production, Optimal use of the Variable Input; Production Function with two Variable Inputs: Long-run Production Function, Isoquants, Marginal Rate of Technical Substitution (MRTS), Isocost Lines, Optimal Factor Combinations, Equilibrium of a Multi-product Producer; Expansion Path, Changes in Inputs Prices, Rate of Capital Input (k); Returns to Scale; Economic Region of Production (Ridge Lines); Empirical Production Functions; Importance of Production Functions in Managerial



	Decision-making.
5	<b>Theory of Cost:</b> Need and Significance of Cost in Managerial Decision-making; Cost Concepts, Future and Past Costs, Incremental and Sunk Costs, Out-of-Pocket and Book Costs, Replacement and Historical Costs, Explicit Costs and Implicit or Imputed Costs, Actual Costs and Opportunity Costs, Direct (Separable or Traceable) Costs and Indirect (or Common Non-traceable) Costs, Shutdown and Abandonment Costs, Private and Social Costs, Fixed and Variable Costs, Short-run and Long-run Costs, Total Cost, Average Cost and Marginal Cost; Cost-Output Relationship; Costs in the Short-run, Short-run Total Cost and Output, Short-run Average Costs and Output, Marginal Cost (MC); Costs in the Long-run, Long-run Average Cost Curve is derived from Short-run Cost Curves, Explanation of the U-shape of the Long-run Average Cost Curve; Economies of Scale; Economies of Scope Application of Cost Analysis, Optimum Output Level, Optimum Inventory Level, Optimum Scale.
6	<b>Market Structure and Price Determination:</b> Various Forms of Markets, Perfect Competition, Imperfect Competition, Monopoly; Price Determination in Various Types of Markets, Price Determination under Perfect Competition, Price Determination in Monopoly, Price Determination in Monopolistic Competition, Price Determination in Oligopoly.
7	<b>Pricing Strategies:</b> Pricing of Multiple Products, Products with Interdependent Demand, Pricing of Joint Products; Transfer Pricing, No External Market, A Perfectly Competitive Market for the Transferred Product; Cost Plus Pricing; Incremental/Marginal Cost Pricing; Ramsey Pricing; Cycle Pricing; Product Tying; Other Pricing Practices, Price Skimming and Penetration Pricing, Value Pricing and Prestige Pricing, Going Rate and Sealed Bid Pricing; Government Intervention and Pricing.
8	<b>Profit Analysis:</b> Meaning and Nature of Profit, Gross Profit and Net Profit, Normal Profit and Supernormal Profit, Accounting Profit and Economic Profit; Theories of Profit, Risk and Uncertainty Theory of Profits, Profit as a Reward for Market Imperfection and Friction in Economy (Dynamic Theory of Profit), Innovation Theory of Profits, Profit as a Reward for Organising other Factors of Production; Depreciation, Straight Line Method, Declining Balance Method (DBM), Sum of the Year's Digit Method (SYDM); Valuation of Stocks; Treatment of Capital Gains and Losses; Treatment of Deferred Expenses; Profit Planning and Forecasting, Profit Planning, Profit Measurement.
9	<b>Cost-Volume-Profit (CVP) Analysis:</b> CVP Relations; Objectives of Cost-Volume-Profit Analysis; Profit-Volume (P/V) Ratio; Break-even Analysis, Uses of Break-even Analysis, Assumptions of Break-even Analysis, Methods of Break-even Analysis, Advantages of Break-even Analysis, Three Alternatives for Computing BEP, Break-even Models and Planning for Profit, Drawbacks of Break-even Analysis (BEA).
10	<b>Investment Analysis:</b> Meaning and Significance of Capital Budgeting; Techniques or Methods of Investment Evaluation, Payback Period (PBP) Method, Average Rate of Return on Investment, Net Present Value (NPV) Method, Internal Rate of Return (IRR) Criterion, Profitability Index Criterion; Public Investment Decisions, Public Investment as a Contrast to Private Investment, Organisation of Public Investment Decisions; Social Cost-benefit Analysis, Steps involved in Cost-benefit Analysis, Shadow or Social Price, Social Discount Rate; Comparing Costs and Benefits: Decision Rules.
11	<b>Macro Economics Concepts and National Income:</b> Definition of National Product, Income and Expenditure; Measures of Aggregate Income, Gross and Net Concept, National and Domestic Concepts, Market Prices and Factor Costs, Gross National Product and Gross Domestic Product, GNP as a Sum of Expenditures on Final Products, GNP as the Total of Factor Incomes, Net National Product, NNP at Factor Cost (or National Income), Personal Income, Disposable Income, Value Added; National Income Identities; Approaches to Measurement of National Income, Product Approach, Income Approach, Expenditure Approach; Interpreting National Income Measures, Real vs. Money National Product, Problem of Computation of Per Capita Income.
12	<b>Inflation and Monetary Policy:</b> Rate of Inflation; Types of Inflation, Creeping Inflation, Galloping Inflation and Hyper Inflation, Demand Pull Inflation, Cost Push Inflation, Demand Pull vs. Cost Push Inflation; Measurement of Inflation, GNP Deflator, Consumer Price Index (CPI), Wholesale Price Index (WPI), Control of Inflation; Deflation, Definition, Effects of Deflation; Monetary Policy, Objectives of Monetary Policy, Instruments of



	Monetary Policy, Monetary Policy in IS-LM Framework; Business Cycle.
13	<b>Balance of Payments:</b> Current Account; Capital Account; Official Reserve Account (ORA); Total Balance of Payments; Equilibrium and Disequilibrium in Balance of Payments, Transitory and Fundamental Disequilibrium, Causes of Disequilibrium (Deficit), Correction of Disequilibrium (Adverse Balance of Payments).
14	<b>Fiscal Policy:</b> Meaning and Objectives of Fiscal Policy; Components of a Budget; Revenue Budget; Capital Budget; Mobilisation of Resources; Expenditure of Central Government; Budget of State Governments; Financial Power of Central and State Governments, List I: Union List, List II: State List; Fiscal Policy and Economic Growth, Role of Taxes in Economic Growth, Taxes as in-built Stabilizers; Public Debt in India; Deficit Financing, Revenue Deficit, Budget Deficit, Fiscal Deficit, Primary Deficit, Deficit Financing and Economic Growth; Impact of Fiscal Policy on Business.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. R.L. Varshney, K.L. Maheshwari - Managerial Economics, Sultan Chand & Sons, Delhi.
- B. Nemmers, E.E. – Managerial Economics: Test and Cases, John Wiley & Sons, Inc.
- C. Bibek Debroy – Managerial Economics, Global Business Press, Delhi.

**WEB LINKS :**

- A. [http://help.sap.com/saphelp\\_46c/helpdata/en/7a/4c37ef4a0111d1894c0000e829fbbd/content.htm](http://help.sap.com/saphelp_46c/helpdata/en/7a/4c37ef4a0111d1894c0000e829fbbd/content.htm).
- B. <http://www.nber.org/papers/w8248>.
- C. [http://highered.mcgraw-hill.com/sites/0073375969/student\\_view0/chapter1](http://highered.mcgraw-hill.com/sites/0073375969/student_view0/chapter1).

**OPERATIONS MANAGEMENT – OPM16101**

UNIT	CONTENTS
1	<b>Operations Management: An Introduction:</b> Meaning; Importance; Historical Contributions, Scientific Management – Time and Motion Studies, World War II to the 1960's – Operations Research, The 1970s and 1980s – Japanese Challenge, The 1990s and After; Systems View of Operations Management; Transformation Approach, Value Driven Approach, Operations Management Basics; Functions of Operations Manager, Interface with Other Functions, Operations Management's Future Challenges; Efficiency and Effectiveness.
2	<b>Facility Location:</b> Need for a Facility Location Planning; Nature of Location Decisions, Types of Facilities; Factors Affecting Location Decisions, Factors Affecting Manufactured Products, Factors Affecting Service Products; Selection of Site for the Plant, Country, State/District, Plant Location; Procedures for Location Decisions, Facility Master Plan, Impact Planning, Site Evaluation.
3	<b>Types of Manufacturing Systems :</b> Production Systems, What is Effective Production Management?; Types of Production Systems, Project, Job Shop, Batch Production (Disconnected Line), Assembly Line, Continuous Flow, Cell Manufacturing (Group Technology), Flexible Manufacturing Systems (FMS); Production System and its Environment.
4	<b>Plant Layout:</b> Facility Layout; Types of Layout; Process Layout, Process Layout and Material Handling Costs, Process Layout in Nokia, Advantages and Disadvantages of

	Process Layout; Product or Line Layout, Assembly Line, Defining The Layout Problem, Assembly Line Balancing, Graphic and Schematic Analysis, Limitations of Product Layout; Fixed Layout; Cellular or Group Layout, The U-shaped Assembly Line, Advantages and Disadvantages, Comparison of Layouts; New Approaches to Layout Design, Flexibility, Mixed-model Line; Material Handling, Objectives of Materials Handling, Types of Material Handling Equipment, New Developments, Guidelines and Principles for Materials Handling; Operations Decisions .
5	<b>Production Planning and Control:</b> Meaning of Production Planning; Functions of Production Planning and Control; Master Production Schedule; Material Requirement Planning (MRP), Assumptions and Pre-requisites, Material Planning, MRP Process, MRP System, Benefits of MRP System, Outputs – The Materials Requirement Plan, Priority Planning; Capacity Requirement Planning; Process Planning; Maintenance Management Concepts, Operations and Maintenance Contracts.
6	<b>Material Management:</b> Material Management, Procurement, Make or Buy, Receiving and Dispatch; Material Planning, Factors Affecting Material Planning, Techniques of Planning Materials; Inventory Control, Reasons for Maintaining Inventory, The Eyeball System, Reserve Stock (or Brown Bag) System, Perpetual Inventory Systems, Stock Control, Inventory Control Records; Controlling Inventory, Step 1: Inventory Planning, Step 2: Establish Order Cycles, Step 3: Balance Inventory Levels, Step 4: Review Stocks, Step 5: Follow-up and Control; Budgeting and Material Requirement Planning; Purchase Management, Purchasing Interfaces, Purchasing Cycle; Store Management.
7	<b>Inventory Control and Management:</b> Importance of Inventory, Manufacturing of Inventory, Functions of Inventory; Inventory Costs, Holding (or Carrying) Costs, Cost of Ordering, Setup (or production change) Costs, Shortage or Stock-out Costs; Inventory Classification, ABC Classification, Other Models; Fundamental Approaches to Manage Inventory, Key Differences among Approaches to Managing Inventory; Fixed-order Quantity Approach, Fixed-order Quantity Modeling, Inventory Model with Uncertainty, Fixed-order Interval Approach.
8	<b>Quality Control:</b> What is Quality? Definition of Quality; Quality Control; Quality Purpose; Quality Assurance; Acceptance Sampling; Statistical Quality Control, Collection and Presentation of Data, Major Statistical Measures for “Central Tendency”, Chance and Assignable Causes of Variations, Process Capability Defined, Control Charts in Process Control, Techniques of Statistical Quality Control (SQC); Control Charts for Variables; Control Charts for Attributes; Quality Circles.
9	<b>Quality Management:</b> Total Quality Management; Quality Management Function, Where to Inspect? How much to Inspect? Control of Inspection Costs, TQM Approach; Service Quality Measurement; Eight Building Blocks of TQM; Different Pillars of TQM, Pillar 1: Synergistic Relationships, Pillar 2: Continuous Improvement and Self Evaluation, Pillar 3: A System of Ongoing Process, Pillar 4: Leadership; International Standards; Essence of International Standards; Overview of ISO Standards; ISO 9000 Quality Standard, Conformance and Guidance Standards, ISO Standard Series and Some Other Standards, Elements of the ISO Standards, ISO 9000 Quality System Certification; Six Sigma, Meaning and Definitions, Historical background and Development of Six Sigma, Statistical Framework for Six Sigma, DPU and DPMO concepts, DMAIC Model, Training for Six Sigma, Benefits of Six Sigma.
10	<b>Work Study:</b> Work Study; Why Work Study Valuable?; Techniques of Work Study and Relationship; Basic Procedure of Work Study; Work Study and Production Management; Advantages of Work Study; Applications of Work Study; Method Study; Need for Method Study; Procedure for Method Study; Charts used in Method Study, Types of Charts; Diagrams used in Method Study; Symbols used in Method Study; Objectives of Method Study; Scope of Method Study; Time Study; Principles of Motion Study, Use of the Human Body, Arrangement of the Workplace, Design of Tools and Equipment.
11	<b>Work Measurement:</b> Work Measurement, Work Sampling Method, Elemental Standard Data Approach; Components of Work Measurement; Work Measurement Methods; What is the Need of Work Measurement?; Work Measurement Techniques, Time Study, Work Sampling, Work Sampling Compared to Time Study; Standard Time; Computation of Standard Time; Industrial Safety.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Adam & Ebert – Production and Operations Management – Concepts, Models and Behaviour, Prentice Hall of India, 1992.
- B. Joseph G. Monks – Operations Management (Theory & Problems), McGraw Hill Intl.
- C. Vonderembse, Mark, White, Gregory – Operations Management, Concepts, Methods and Strategies, John Wiley & Sons, 2004.

**WEB LINKS:**

- A. [http://www.tutor2u.net/business/production/pom\\_introduction.htm](http://www.tutor2u.net/business/production/pom_introduction.htm)
- B. <http://highered.mcgraw-hill.com/sites/dl/free/0070965390/451252/samplech01.pdf>.

**YEAR II**

**CORPORATE AND BUSINESS LAW – MGT 16201**

UNIT	CONTENTS
1	<b>Legal Environment of Business:</b> Business and its Environment, What is Business? What is the Environment of Business? What are the Different Segments Constituting Environment of Business?; Legal Environment of Business; Forms of Business Organisation, Sole Proprietorship, Joint Hindu Family, Partnership Firm.
2	<b>Law of Contract:</b> Indian Contract; Essentials of a Contract; Performance of Contract; Classification of Contract, Characteristics of a Voidable Contract, Illegal and Void Agreements, Distinction between Void Agreement and Voidable Contract, Distinction between Void Agreement and Void Contract; Offer and Acceptance, Modes of Making an Offer, Difference between Offer and Invitation to Offer, Essentials of a Valid Offer, Revocation of Offer, Meaning of a Counter-offer, Special Terms in a Contract, Acceptance of an Offer, Completion of Communication of Offer and Acceptance (Sec. 4); Capacity to Contract [Section 10-12], Persons who are competent to Contract, Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract; Consideration, “No Consideration, No Contract” [ Sec. 10 and 25], Rules Regarding Consideration; Breach of Contract, Anticipatory Breach of Contracts, Actual Breach of Contracts; Remedies for Breach of Contracts, What is the Point of Getting the Breaching Party to Reconsider? Remedies for Breach of Contracts.
3	<b>Law of Partnership:</b> Meaning and Nature of Partnership; Registration of Firms (Ss.58-59); Partnership Deed or Agreement or Articles of Partnership; Relations of Partners to One Another; Relations of Partners to Third Parties; Dissolution.
4	<b>Elements of Company Law – I :</b> Definitions, Meaning and Nature of a Company; Formation of a Company; Memorandum of Association; Articles of Association; Membership; Management of a Company; The Company Secretary; Prevention of Oppression and Mismanagement; Compromise and Arrangement; Winding Up of Companies; Distinction with other Forms of Business Organisations.
5	<b>Elements of Company Law – II :</b> Prospectus; Shares and Share Capital; Allotment of shares; Transfer and Transmission of Shares; Borrowings (Including Debentures) and Registration of Charges; Investments to be in Company’s Own Name (s. 49); General Meetings and Proceedings; Accounts, Audit and Dividends; Inspection and Investigation; Inter-Corporate Loans and Investments.

6	<b>Law of Sales of Goods Act:</b> Contract of Sale; Goods and Their Classification; Passing of Property in Goods, Meaning of Property in Goods, Rules Regarding Passing of Property in Goods from the Seller to the Buyer, Mode of Appropriation, Risk Prima Facie Passes with Property; Transfer of Title by Non-owners; Performance of a Contract of Sale of Goods; Sale by Auction.
7	<b>Law of Agency:</b> Meaning of Agent and Agency, Who Can Employ Agent? Who may be Agent?; Different kinds of Agencies; Classification of Agent, Special and General Agents, Mercantile or Commercial Agents, Non-mercantile or Non-commercial Agents, Sub-agent and Substituted Agent (Sections 190-195); Relation of Principal Agency, Duties of a Principal, Liability of Principal to Third Parties, Undisclosed Principal, Concealed Principal; Personal Liability of Agents; Termination of Agency.
8	<b>Monopolies and Restrictive Trade Practices Act :</b> The Monopolies and Restrictive Trade Practices Act, 1969, Short Title, Extent and Commencement, Definitions, Act not to Apply in Certain Cases, Monopolistic Trade Practice to be Deemed to be Prejudicial to the Public Interest Except in Certain Cases; Securities and Exchange Board of India Act, SEBI Functions and Responsibilities, Guidelines, Types of Exchange; Custom and Central Excise Act, Short Title, Extent and Commencement, Definitions; Central and State Sales Tax Act, Statement of Objects and Reasons, List of Amendment Acts, Short Title, Extent and Commencement, Definitions.
9	<b>The Patents Act:</b> Definitions and Interpretations; Inventions which are not Patentable; Application for Patents; Representation and Opposition Proceedings; Grant of Patents and Rights Conferred Thereby; Patents of Addition; Restoration of Lapsed Patents; Compulsory Licenses; Suits Concerning Infringement of Patents; Intellectual Property Rights, Nature of Intellectual Property Rights, Copyrights.
10	<b>The Foreign Exchange Management Act, 1999:</b> Definitions Under the Act; Provisions Relating to an Authorized Person; Regulation and Management of Foreign Exchange; Contravention and Penalties, Penalties, Enforcement of the Orders of Adjudicating Authority, Power to Compound Contraventions; Adjudication and Appeal, Appointment of Adjudicating Authority, Appeal to Special Director (Appeals), Establishment of Appellate Tribunal; Directorate of Enforcement; Miscellaneous Provisions.
11	<b>The Consumer Protection Act:</b> Important Terms; Rights of Consumers; Nature and Scope of Remedies Available to Consumers
12	<b>Law of Negotiable Instruments:</b> Meaning and Definition of a Negotiable Instrument; Certain important concepts and Explanations of Certain Terms; Promissory Notes and Bills of Exchange; Cheques; Holder and Holder in Due Course; Negotiation of a Negotiable Instrument; Presentment; Dishonour; Crossing of Cheques; The Paying Banker; International Law Concerning Negotiable Instruments.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. P.C. Tulsian (2002) – Business Law, Tata McGraw Hill Pvt Ltd. Delhi.
- B. P.P.S. Gogna – Mercantile Law, S. Chand & Company, New Delhi
- C. M.C. Kucchal – Business Law, Vikas Publishing House Pvt. Ltd., Delhi.

**WEB LINKS:**

- A. [http://www.tutor2u.net/business/gcse/external\\_environment\\_business\\_environment.html](http://www.tutor2u.net/business/gcse/external_environment_business_environment.html).
- B. <http://www.doingbusiness.org/~media/giawb/doing%20business/documents/annual-reports/english/db13-full-report.pdf>.

## MANAGEMENT INFORMATION SYSTEMS – MGT16202

UNIT	CONTENTS
1	<b>Information Concept:</b> Characteristics of Information; Value of Information (Quality Information), Quantifiable Value, Non-quantifiable Value; Sources of Information; Manager as an Information Processor; Dimensions of Information, Business Dimension, Economic Dimension, Technical Dimension, Behavioural Dimension; Type of Information, Source of Information, External Information, Internal Information; Information Presentation; Role and Importance of MIS; Major Challenges of Information Systems, Globalization Challenge, Information Architecture Challenge, Strategic business challenge, Responsibility and Control Challenge, Information System Investment Challenge; Future of Management Information System.
2	<b>System Concept:</b> Definition of System; Characteristics of System; System Stakeholders – Major Players of System, System Owners, System Analyst, System Designers, System Builders, System Users, Project Managers, External Service Providers; Types of Systems, Open and Closed System, Physical and Abstract System, Super and Subsystem, Deterministic and Probabilistic System, Temporary and Permanent, Natural and Man-made System, Adaptive and Non-adaptive; Concept of Subsystem, System Approach; Concept of Organisation, Decision Making Framework, Investment Evaluation Techniques, System View of Organisation, Classical Organisation; MIS Organisation.
3	<b>Management Information System – An Introduction:</b> Meaning of Management Information System, Management, Information, System; Nature of Management Information System, Technical Approach, Behavioural Approach; Characteristics; Myths Regarding Management Information System; Requirements of Management Information System; Problems and Solutions in Implementing Management Information System; Benefits of Management Information System; Limitations of Management Information System; Significance of Management Information System; Role of Management Information System; Evolution of Management Information System.
4	<b>Information Technology Infrastructure:</b> Information Systems Architecture, Mainframe, Distributed Architectures, Client-Server, Web-based Architecture, Grid Computing Architecture, Cloud Computing Architecture; Network Types, Local Area Network, Metropolitan Area Network, Wide Area Network, The Internet, Personal Area Network; Overview of Hardware and Software, Hardware Components, Software; Network Connecting Devices, Repeaters, Hubs, Bridges, Switches, Routers, Firewalls, Network Interface Cards (NIC), Wireless Access Points (WAP), Modems; Network Topology, Point-to-point, Bus, Star, Ring, Mesh, Fully Connected Network, Tree, Hybrid.
5	<b>Database Management System Concepts:</b> Database Concepts, Database System; Components of Database Systems, Data, Hardware, Software, Database Users; Why Database?, Advantages from having Centralized Control of the Data, Disadvantages of Database; Data Independence; Data Models, Basic Concepts, Three Levels of the Architecture; Record-based Logical Models, Hierarchical Model, Network Model, Relational Model; Object-based Logical Models, Entity Relationship Model, An Object-Relational Database (ORD); Database Languages, Data Definition Language (DDL), Data Manipulation Language; Transaction; Storage Management, Primary Storage, Secondary Storage; Database Administrator (DBA), Role of the DBA, Overall System Structure.
6	<b>Structures of MIS:</b> Structures of MIS based on Management Activity and Organisation Function; Determinants of Organization's Information Needs: Environment, Size, Functional Area, Managerial Level; Conceptual and Physical Structure of MIS, The Conceptual Structure, The Physical Structure; Environment Drivers for Today's Information System, Business Drivers for Today's Information System, Globalize Economy, E-commerce and Business, Security, Business Alliance, Knowledge Management, Continuous Improvement and Total Quality Management, Business Process Redesign, Technology Drivers for Today's Information System, Internet and Networks, Scripting Languages, Mobile Technology, Object-oriented Technology, Collaborative Technology, Enterprise Applications; Approaches to Management Information System Design, Top Down



	Approach, Bottom-up Approach, By-product Approach, Null Approach, Key Variable, Total Study Approach, Critical Success Factor.
7	<b>System Analysis, Development and Models:</b> Concept of System, Meaning of System Analysis, Need for System Analysis, MIS and System Analysis, System Life Cycle; Stages in System Analysis, Structured SAD, The Data Flow Diagram, Context Diagram; Meaning of System Development Approach; System Development Models, Waterfall (Traditional) Model, Prototype Model, The Spiral Model, Rapid Application Development (RAD).
8	<b>Organisation and Information Systems:</b> Planning; Management Information System in Planning; Organizing; Management Information System in Organizing; Staffing; Management Information System in Staffing; Directing; Management Information System in Directing; Controlling; Management Information System in Controlling.
9	<b>Concept of Decision Making and MIS:</b> Decision Making and Managers, Cognitive Style and Background of the Manager, Role and Working of a Manager; Classification of Managerial Decisions, Classification According to Goals, Classification According to the Time Horizon, Classification According to Structure, Classification According to the Condition, Classification According to Problem Complexity and Outcome Certainty, Mechanistic Decisions, Analytical Decisions, Judgement Decision, Adaptive Decision; Models for Decision Making Process, Rational Model, Intelligence, Design, Choice, Implementation; Implicit Favourite Model, Emerging Model of Decision Making; Management Information System and Decision Making; Concept of Balance, Efficiency, Effectiveness, People, Hardware, Software Resources, Data Resources, Network Resources, Information.
10	<b>Decision Support Systems:</b> Taxonomies; Architectures, Development Frameworks; Classifying DSS, Distinction: DSS and Programmed Systems, Components of DSS, DSS Analysis Techniques, Role of Artificial Intelligence and Expert Systems in DSS, Group Decision Support Systems and Executive Information System, Types of Decision-Support Systems; Benefits of DSS; Applications of DSS; DSS and Decision Theory, Normative and Descriptive Decision Theory; What kinds of Decisions Need a Theory? Choice under Uncertainty, Intertemporal Choice, Competing Decision Makers, Complex Decisions, Paradox of Choice, Statistical Decision Theory, Alternatives to Probability Theory; Subclasses of DSS, Expert Systems (ESs), Executive Support Systems (ESSs), Group Decision Support Systems (GDSS), List of Group Decision Support Systems, Characteristics of GDSS, How GDSS can Enhance Group Decision Making, Supporting the Decision Making, Add in Benefits of GDSS, New Directions for GDSS, The Conventional Wisdom Obtained from GDSS Research, Improving the Conventional Wisdom, Rethinking GDSS, How Did we Get Here? Some Innovative uses of GDSS, Conclusions.
11	<b>Enterprise Resource Planning (ERP) :</b> ERP - Meaning and Definition, Meaning, ERP Definition – A Systems Perspective, Origin of the Term, Overview of ERP Solutions, Manufacturing, Supply Chain Management, Financials, Projects, Human Resources, Customer Relationship Management, Before, After; Best Practices; Implementation, Process Preparation; Configuration, Consulting Services, Customization Services, Advantages, Disadvantages; Enterprise Resource Planning (ERP) Applications, ERP Architecture, Two-tier Implementations, Three-tier Client/Server Implementations, Transaction Flows and Volumes, Looking at the Numbers, Deploying Throughout the Enterprise, Local Area Network Performance, Wide Area Network Performance – TI, Wide Area Network Performance, 56Kb, Wide Area Network Performance – 28.8 Kb, Putting the Results in Perspective, How Ganymede Can Help.
12	<b>Management Information Systems for Business Operations:</b> Finance Information System; Accounting Information System; Finance and Accounting Information System; Marketing Information System; Human Resource Information System; Product Engineering.
13	<b>Advanced Information Systems:</b> Knowledge based Systems, Artificial Intelligence, Expert System, Robotics and Neural Networks; Latest Trends in Information Technology, Networking, Client/Server Computing, Client/Server Database Applications, Data Communication, Telecommunications; Emerging Information Technologies, Artificial Intelligence, Applications of Artificial Intelligence, Virtual Reality; Latest Trends in Information Systems, Object Oriented Systems Analysis and Design, Total Quality Management, Manufacturing Execution System (MES), Statistical Process Control and



**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Davis B. Gordon and Olson IT Margrethe – Management Information System; McGraw Hill Publication, New York, USA.
- B. K.C. Laudon, J.P. Laudon – MIS: Managing the Digital Firm, Pearson Education.
- C. Dharminder Kumar and Sangeeta Gupta – Management Information Systems, Excel Books, New Delhi.

**WEB LINKS:**

- A. <http://www.heinz.cmu.edu/school-of-information-systems-and-management/information-systems-management-mism/index.aspx>.
- B. <http://www.openlearningworld.com/books/Fundamentals%20of%20MIS/INFORMATION%20CONCEPTS/>
- C. <http://os-book.com/>

**MANPOWER PLANNING AND DEVELOPMENT – HRM16201**

UNIT	CONTENTS
1	<p><b>Manpower Management:</b> Introduction to Manpower Management, Evolution of the Manpower Management, Manpower Management in 21<sup>st</sup> Century, The Evolution of Human Resources Management/ Manpower Management, Approaches of HRM, Human Resource Planning, Concept of Human Resource Planning, Importance of Human Resource Planning, Process of Human Resource Planning, Guidelines for making Human Resource planning more Effective, Elements or Components of Human Resource Planning, Manpower Planning, Factors affecting Human Resource Planning, Needs for Human Resource Planning, Barriers to HRP.</p> <p><b>Human Resource Planning and Corporate Strategy:</b> Meaning and Definition of Strategy, Benefits of Strategic HR Planning, Challenges of Strategic HR Planning, VRIS Framework, Linking HR process to Strategy, Strategic Planning, Strategic Human Resource Planning Model, Recommended Resource Planning Model, Staffing, Process of Staffing/Steps in Standing, Staffing System.</p>
2	<p><b>Manpower Forecasts:</b> Introduction to Manpower Forecasts, Manpower Forecasts and its Need, Types of Manpower Forecasts, Macro Forecasting, Micro Forecasting, Factors determining Forecasting Demand and Supply, Forecasting Process, Reasons for Demand Forecasting, Causes of HR Demand, Causes of Supply Shifts, Inventorying available Talent, Skills Inventory, Human Resources Information System (HRIS), Objective of HRIS, Benefits of HRIS, Steps in Implementing an HRIS, Setting up HRIS, Computerized HRIS, Management inventory, Advantage of the Management Inventory Chart, Disadvantages of the Management Inventory Chart, Purposes of Forecasting Demand of Human Resources, Methods of Trends Analysis, Procedure of Nominal Group Technique, Projecting Future Talent Supply/Forecasting Supply.</p>
3	<p><b>Human Resource Planning Process:</b> Introduction to Human Resource Planning Process, HRP Process Outline, Time Scale of HRP Forecasts, Time Series Analysis, Moving Average Method, Human Resource Planning, Exponential Smoothing, Analysis of</p>

	<p>Productivity and other Ratios, Managerial Judgment, Nominal Group Method, Analysis of Manpower Supply, Different Methods of Wastage Analysis, Stability Index, Cohort Analysis, Census Analysis, Skills Inventories, Markov Models-Hierarchical Systems, Optimization Models, Cambridge Model, Replacement Theory, Staff Replacement.</p> <p><b>Behavioral Factors in Human Resource Planning and Development:</b> Introduction, Human Resource Planning, Waste Analysis, Retention, Importance of Employee Retention, Redeployment, Redeployment Strategies, Redeployment Procedure, Exit Strategies, The Four D'S of a Business Exit, Creating a business Exit Strategy.</p>
4	<p><b>Concept of Training:</b> Introduction to Concept of Training, Rationale for Training in Organizations, Meaning of Training, Features of Training, Objectives of Training, Importance of Training, Employee Training needs Assessment, Factors Indicating Training Needs, Principles of Training, Types of Training, Stakeholders in Training, Process of Training, Manpower Development/Human Resource Development, Human Resource Development Practices in Indian Industries-Trends, HRD Culture, Development, Nature of Development, Objectives of Development, Training Development and Education, Training Versus Development, Training Versus Education.</p>
5	<p><b>Career Management:</b> Introduction to Career Management, Elements of Career Planning Programs, Career Planning- The Competency Band Approach, Career Planning Techniques, Process of Career Planning and Development, Advantages of Career Planning and Development, Limitations of Career Planning, Essentials of Effective Career Planning, Performance Appraisal and Potential Evaluation, Meaning of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal, Types of Appraisal Methods, Methods of Performance Appraisal, Use of Appraisal Data, Advantages of Performance Appraisal, Potential Evaluation, Features of Potential Appraisal, Steps in Potential Appraisal, Succession Planning, Objectives of Succession Planning, Development of Employees for Succession Planning.</p>
6	<p><b>HRD Climate:</b> Introduction to HRD Climate, Defining Climate, HRD Climate, Human Resource Development Climate in India, HRD Climate and Organizational Climate, Elements of HRD Climate, Components of HRD Climate, Challenges for HRD in Indian Climate.</p>
7	<p><b>Human Resource Development:</b> Introduction to Human Resource Development, Meaning of Human Resource Development, Challenges of Human Resource Development, Importance of HRD, Challenges for HRD in Indian Climate, Human Resource Development Practices in Indian Industries – Trends, Role of Human Resource Manager, Human Resource Management and Human Resource Development, HRD Model, HRD Instruments : Trends, HRD in other Sectors, An Overview of HRD Practices : Trends, HRD Intervention.</p>

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Mabey and Thompson- Development of Human Resources.
- B. Aswathappa K - Human Resources Management .
- C. T N Chabra - Human Resource Management – Dhanpat Rai Publishers, New Delhi. –

**INDUSTRIAL RELATIONS AND LABOUR LEGISLATION–**  
**HRM16202**

UNIT	CONTENTS
1	<p><b>Employee Welfare and Industrial Relations</b> : Introduction to Employee Welfare and Industrial Relations, Meaning of Employee Welfare, Principles of Employee Welfare Service, Industrial Relations, Meaning of Industrial Relations, Distinction between Human Relations and Industrial Relations, Features of Industrial Relations, Significance of Industrial Relations, Causes of poor Industrial Relations, Objectives of Industrial Relations, Scope of Industrial Relations, Contemporary Issues in Industrial Relations, Measures to Improve Industrial Relations, Perspectives of Industrial Relations, IR Decisions, Requirement of a successful Industrial Relations Program, Determining Factors of Industrial Relations, Different Approaches of Industrial Relations.</p> <p><b>Trade Unions-</b> Introduction to Trade Unions, Nature of Trade Unions, History of Trade Union in India, Trade Union in India: Formation of First Union Association, Role of Trade Unions in Industrial Relations and the Growth of Trade Unions in INDIA, Trade Union Act 1926, The Election, Criticism of Trade Unions, Features of Trade Unions, Objective of Trade Unions, Functions of Trade Unions, Structure of Trade Unions, Criticism of Trade Unions by the Employers, Trade Unionism in India, Trade Unions in India, Problems &amp; Weaknesses of Trade Union in India, Suggestion for the Development of Such Unions.</p>
2	<p><b>Collective Bargaining and Participative Management:</b> Introduction to Collective Bargaining, Functions of Collective Bargaining, Collective Bargaining : Pros and Cons, Level of Collective Bargaining, Collective Bargaining Process, Collective Bargaining in India, Position of Collective Bargaining in India, Critical Evaluation, Participative Management, Elements of Worker’s Participation, Suggestions for effective implementation of collective Bargaining, Features of Participative Management, Scope, Significance of Workers Participation, Objectives of Participation, Methods of Workers participation in management, Workers participations at TISCO, Employee Relations and Quality of Work Life, The Employee Grievance and its forms and Procedure, Need for a Grievance Procedure, Causes of Grievances, A Grievances Procedure, Essentials of a Grievance Procedure, Employee Empowerment.</p> <p><b>Labour Legislation-</b> Introduction to Labour Legislation, The Classification of Labour Legislations, The Factories Act 1948, Objects and the Scope of the Act, Approvals, Licensing and Registration of Factories, The Inspecting Staff, Certifying Surgeon-Appointment Disqualifications and Duties [Sec. 10], Provisions relating to Worker’s Health, Provisions relating to Safety of Workers, Contract Labor (Regulation &amp; Abolition) Act 1970, Minimum Wages Act 1948, Statement of Objects and Reasons, Act 11 of 1948, List of Amending Acts and Adaptation Order, The Minimum Wages Act 1948, The Payment of Wages Act 1936, Object, Scope and Extent of Application of the Act, Rules relating to Payment of Wages, Deductions from Wages, Enforcement of the Act, Payment of Bonus Act 1965.</p>
3	<p><b>The Industrial Disputes Act, 1947:</b> Introduction to The Industrial Disputes Act, 1947, Industrial Disputes Act 1947, Short Title, Extent and Commencement, A Dismissal, Etc of an Individual Workman to be Deemed to be an Industrial Dispute, Works Committee, Conciliation Officers, Board of Conciliations, Court of Inquiry, Labour Court, Filling of Vacancies, Finality of Orders Constituting Boards etc, Reference of Dispute to Board, Courts or Tribunals, Procedure and Power of Conciliations Officers, Board, Courts and Tribunals, Duties of Conciliation Officers, Duties of Board, Duties of Courts, Duties of Labour Courts, Tribunals and National Tribunals, Form of Report or Award, Publication of Reports and Award, Persons on whom Settlement and Award are Binding, Period of Operation of Settlement and Awards, Commencement and Conclusion of Proceedings, Prohibition of Strikes and Lock-outs, Illegal Strikes and Lock-outs, An Application of Section 25-C to 25-E, Penalty for Illegal Strikes and Lock-out.</p> <p><b>Payment of Gratuity Act, 1972</b> – Introduction of Payment of Gratuity Act 1972,</p>

	<p>Definitions under Gratuity Act 1972, Continuous Service, Controlling Authority, Payment of Gratuity, Determination of the Amount of Gratuity, Recovery of Gratuity, Penalties.</p> <p><b>Employee State Insurance Act 1948 – An Overview-</b> Introduction to Employee State Insurance Act 1948, Origin of Employee State Insurance Act 1948, Objectives of Employee State Insurance Act 1948, Definition of Employee State Insurance Act 1948, Applicability, Areas Covered, Administration of the Act, Registration, Identity Card, Employers/Employees Contributions, Certification of Return of Contribution by Auditor, Benefits under the Scheme, Obligations of Employers, Employees Insurance Court, Important Forms to be submitted under the Act.</p>
4	<p><b>Employees’ Provident Fund Scheme (1952)</b> :Introduction to Employees’ Provident Fund Scheme (1952), Definitions of Employees’ Provident Fund Scheme (1952), Employees’ provident Funds Scheme.</p> <p><b>The workmen Compensation act and the Maternity Benefit Act, 1961-</b> Introduction The Workmen Compensation Act, Object and Scope of the Act, Positions Before the Act, Who is Workman? Employer’s Liability for Compensation, Amount of Compensation, Notice and Claim, Medical Examination, The maternity Benefit Act, 1961, Employment of or work by Women Prohibited during certain Period, Right to Payment of Maternity Benefit, Power to Make Rules.</p>
5	<p><b>Discipline and Disputes:</b> Introduction to Discipline and Disputes, Employee Discipline, Nature of Discipline, Causes of Indiscipline, Industrial Dispute Management, Types of Disputes, Causes of Industrial Disputes, Reasons for Arising Disputes, The Three Factors, Settlement of Industrial Disputes.</p>

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Arun Monappa – Industrial Relations, Tata Mc Graw Hill Publishing Company Ltd, 2002
- B. Pearson- Industrial Relations and Trade Unions and Labour Legislations
- C. SC Srivastava - Industrial Relations and Labour Laws, 5<sup>th</sup> Edition, Vikas Publications.
- D. BD Singh - Labour Laws for Managers- Excel Books.

**ORGANIZATIONAL CHANGE AND DEVELOPMENT – HRM16203**

UNIT	CONTENTS
1	<p><b>Organization Change:</b> Introduction to Organization Change, Nature of Organizational Change, Culture and Change, Characteristics of Organization Culture, Changing the Organization Culture, Managing Resistance to Change, Systems Theory, Management as a System, Systems are Web or Relationship, Strategy : Implementing change Effectively, Leadership and Leadership issues in Change, Leadership Versus Management, Importance of Leadership, Approaches to Leadership, Traits Theory, Behaviouristic Theory, The Managerial Grid, Contingency Theories, Hersey and Blanchard’s Situational Model, The Path Goal Theory, Transformational Leadership, Developing Individual Leaders.</p>
2	<p><b>Organizational Diagnosis:</b> Introduction to Organizational Diagnosis, The Diagnostic Cycle, Forms of Diagnostic, Concepts of Systems, Organizational Analysis, Phases of Organizational Diagnosis, Feedback, Diagnostic Methods, Questionnaires, Interview, Workshops, Task Forces and other Methods, Task Forces and Internal Teams, Interventions in Organizational Change, Strategic Planning Interventions, Structural Interventions, Human Process Interventions, Organizational Mirror Intervention, Conflict Management Interventions, Evaluation of Organizational Change Programmes, Evaluating OD Interventions, Implementation and Evaluation Feedback, Measurement, Research Design.</p>

3	<b>Models of Organizational Change:</b> Introduction to Models of Organizational Change, Kurt Lewin Model of Organization Change, Unfreezing, Practical steps for using the Framework, Other Models of Organization Change, Why change may fail Cases, A Case Study on Change Management – Failure to Change, Organization Change and Process Consultation, Work Redesign Model, Approaches to Organizational Change, Management as Agent of Change, Change Agent, Classifying Change Agents, Advantages and Disadvantages of Internal Change Agent, External Change Agent, Advantages and Disadvantages of External Change Agent, Internal External Change Agent.
4	<b>Organizational Development and Performance Appraisal:</b> Introduction to Organization Development, Definitions of Organizational Development, History of Organizational Development, Nature of Organizational Development/Features of Organizational Development, When and Why should an Organization use Organizational Development? Who is an Organizational Development Professional? Organizational Development Process, Organizational Development Intervention, Organizational Development in NGO, Performance Appraisal, Pre-requisites, Traditional Methods of Performance Appraisal, Modern Methods of Performance Appraisal, Assessment Centre, Role of Training, Importance of Training, Models of Training, The System Model, Methods of Training, Lecture, Demonstration, Computer based Training, Behavioral Methods, Case Studies, Role Plays, In-basket Technique.
5	<b>Organizational Development:</b> Introduction to Team Intervention – Team Building Intervention and Group Formation, Process of Team Building, RAT (Role Analysis Technique), Organizational Development, Management by Objectives, Congruency/Incongruence within Organizational Development, Meaning and Definition of Group, Group Dynamics, History of Group Dynamics as a Field of Research, Group Formation, Theories of Group Formation, Group Behavior, Group Member Resources, Group Structure, Group Norms, Group Cohesiveness, Group Processes, Group Synergy, Group Tasks, Group Decision Making, Group Decision Making Methods, Advantages and Disadvantages of Group Decision Making, Group Versus Team.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Dr. Bhupen Srivastava - Organisation Design& Development- Biztantra.
- B. S K Bhatia - Management of Change & Organisation Development- Deep & Deep Publication.
- C. Dharani Sinha P - Consultant and Consulting Styles.
- D. French and Ball - Organization Development.

**MANAGEMENT OF TRAINING AND DEVELOPMENT – HRM16204**

UNIT	CONTENTS
1	<b>Concept of Training:</b> Introduction to Concept of Training, Meaning of Training, Objectives of Training, Importance of Training, Principles of Training, Training based on Context : An overview, Stakeholders in Training, Importance of Trainer; Role of Trainer, Process of Training, Manpower Development/ Human Resource Development, Human Resource Development Practices in Indian Industries - Trends, HRD Climate, HRD Culture, Development, Nature of Development, Training, Development and Education, Training Versus Development, Training Development, Training Versus Education. <b>Performance Appraisal and Evaluation</b> – Introduction to Performance Appraisal and Evaluation, Meaning of Performance Appraisal, Features of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal, Types of Appraisal Methods, Methods of Performance Appraisal, Use of Appraisal Data,



	Requirement of a Good Appraisal System, Advantages of Performance Appraisal, Pitfalls of Performance Appraisal, Constraints of Performance Appraisal, Potential Evaluation, Features of Potential Appraisal, Indicators of Potential/Qualities, Steps in Potential Appraisal, Distinction between Performance and Potential, A Case Study, Competency, Application Level of a Competency, Competency Assessment, 360 Degree Feedbacks.
2	<b>Learning Organization:</b> Introduction to Learning Organization, Learning Organization, Learning in Training Programme, Principles of Learning, Motives of Learning, Characteristics of Learning, Elements in the process of Learning, Conditions or Theories of Learning, Aspects of Effective Learning, Learning Styles, Speedy Learning, Essentials of Effective Learning, Training Climate, Pedagogy-Why it Matters, Learning Cycle, E-Learning, Training Modules.
3	<b>Training Methods:</b> Introduction to Training Methods, Lecture Training Method, Main Features of Lecture Method, Demonstration Training Method, Discussion Training Method, Syndicate Method, Seminars, Conference, Symposium, Computer Based Training (CBT), Intelligent Tutorial System (ITS), Programmed Instruction (PI) Virtual Reality (VR), Games and Simulations, Behavior Modeling, Business Games Training, Role Play Training Method, Case Study Training Method, Equipment Simulators, In Basket Techniques, Another Training Method. T-Group Training/Sensitivity Training, Transactional Analysis, Icebreaking Techniques of Training.
4	<b>Evaluation of Training:</b> Introduction to Evaluation of Training, Evaluation of Training, Methods of Evaluation of Training, Purpose of Evaluation of Training, Bases of Evaluation, Evaluation of Training Effectiveness, Why Training Fails, The Evaluation Process, Pre-Training Expectations and Post-Course Evaluation, Approaches to Evaluation, Models for Evaluation, Kirkpatrick Model, Bloom's Taxonomy Model, Duration of Evaluation, Cost-Benefit Analysis, Measures for Addressing unsatisfied Training Programme, Use of Training at Workplace, A Case Study, The Data Provided by the Pre and Post Training Analysis helps the Training Manager in a number of ways.
5	<b>Cross Cultural Training:</b> Introduction to Cross Cultural Training, Determinants of Cultural Differences, How do People and Practices differ across Cultures? Defining Expatriate Competencies, Meaning of Cross Cultural Training, Cross Cultural Training Methods, Critical Analysis, Grid Training, Knowledge Creation and Management, Knowledge Management Architectural, Knowledge Conversion, Knowledge Management, Critical Importance of Knowledge Management in Organizations, Knowledge Management Process, HR Focus: Infosys Technologies Limited, Virtual Organization and Emerging HR Trend, Characteristics of Virtual Organization, Features of Virtual Organization, Types of Virtual Organization, Career Dynamics, Performance Management, Sharing Information, Selection Process, Role Demand and Drivers, HR Focus 1: L&T InfoTech Ltd, HR Focus 2: Infopulse. <b>HRD Strategies</b> – Introduction to HRD Strategies, HRD Strategies, HRD Mechanism, Developing a HRM Strategy, HRM Systems Diagnostic Checklist, Principles in Design HRD System, Changing Boundaries of HRD, Complexity in Organizations and HRD, OD and HRD, HRD Professional and Professionalism in India, Professionalization of HRD, Has Indian HRD attained the status of a Profession?

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Harold D. Stolovitch and Erica J. - Keeps Telling Ain't Training 2nd Edition.
- B. Raymond A. Noe - Employee Training & Development.



**PERFORMANCE AND COMPENSATION MANAGEMENT–**  
**HRM16205**

UNIT	CONTENTS
1	<b>Performance Management:</b> Introduction to Performance Management, Performance Management-Definition, Managing Employee Performance – The Cycle, Identifying Behaviours for Success, Creating Development Goals, Preparing for the Assessment, Performance Appraisal and Potential Evaluation, Features of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal, Types of Appraisal Methods, Use of Appraisal Data, Requirements of a Good Appraisal System, Pitfalls of Performance Appraisal, Potential Evaluation, Features of Potential Appraisal, Indicators of Potential/Qualities, Steps in Potential Appraisal, Distinction between Performance and Potential.
2	<b>Reward Management and Conflict Management:</b> Introduction to Reward Management and Conflict Management, Types of Reward Management, A Model of Reward Management, Reward Options, Methods of Job Evaluation, Designing and Administering Compensation, Designing Good Compensation Plans, Employee Compensation, Equity in Compensation System, Benchmarking, Conflict Management, Nature of Conflict, Views of Conflict, Sources of Conflict, Resolution of Conflict, Conflict Management Techniques/Styles/Modes, The Five A's Technique, Negotiation and Inter Group Behavior, Issues in the Negotiation Process, Intergroup Relation.
3	<b>Compensation Management:</b> Introduction to Compensation Management, Compensation Structure, Importance of Compensation, Types of Compensation, Compensation System Administration, Meaning of Wages, Determinants of Wages, Managing Wages, Wages and Salary Administration, Agencies Administering Wages and Salaries, Principles of Wages and Salary Administration, State Regulations of Wages, Theories of Wages, Economic Theories about Wages, Subsistence Theory of Wages, Wage Payment System, Time Rate System of Wage Payment, Piece Rate System, Difference between Time Rate System and Piece Rate System, Meaning of Wage Structure, Wage Differential, Types of Wage Differentials.
4	<b>Components of Compensation Packages:</b> Fringe Benefits, Coverage of Fringe Benefits, Administration of Fringe Benefits, Steps in Administering Fringe Benefits, Guidelines for an Effective Fringe Benefit Program, Incentives-meaning, Essentials for Employee Incentive Programs, Types of Incentive Plans, Individual Incentives, Incentive Program Awards, Recognition Awards, Service Awards, Gain Sharing, Financial Methods of Motivation, Non Financial Incentives/Non Financial Methods of Motivation, Other Employee Incentives, Problems of Incentive System, Retirement Benefits Available to the Employees, Pay Commissions and Retirement Benefits, Retirement Benefits, Retirement Plans, Types of Retirement Plans, Executive Compensation Plan.
5	<b>Social Security Laws:</b> The Workmen Compensation Act, Employee State Insurance Act, 1948- An Overview, Employees' Provident Fund Scheme (1952), Employees' Provident Fund Scheme, Payment of Gratuity Act, 1972, Payment of Gratuity, The Maternity Benefits Act, 1961, Payment of Bonus act, 1965, The Minimum Wages Act, 1948, Payment of Wages Act, 1936, Employee Remuneration Act, 1976, Approach of the Pay Commissions.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Peter T. Chingos - Paying for Performance: A Guide to Compensation Management, 2nd Edition
- B. Lance Berger and Dorothy Berger - The Compensation Handbook .

## PERSONNEL MANAGEMENT CONCEPTS– HRM16206

UNIT	CONTENTS
1	<b>Personnel Management</b> : Introduction to Personnel Management, Meaning of Personnel Management, Definition of Personnel Management, Characteristics of Personnel Management, Scope of Personnel Management, Objectives of Personnel Management, Approaches of Personnel Management, Role or Function of Personnel Management, Significance of Personnel Management, Place of Personnel Manager, Need for a Separate Department, Managing Personnel as Human Resource, Essential of Personnel in Human Resource Management, Need for HRM Approach, Human Resource Management Vs Human Resource Development, Functions of Human Resource Management, Limitations of Human Resource Management, Significance of Human Resource Management (HRM), The Future of Human Resource Management, Personnel Management in India.
2	<b>Personnel Policy</b> : Introduction to Personnel Policy, Definition of Personnel Policy, Characteristics of a Good Personnel Policy, Components of Personnel Policy, Need of Personnel Policies, Objectives of Personnel Policies, Principles of Personnel Policy, Personnel Policies, Types of Personnel Policy, Advantages of Personnel Policies, Disadvantages of Personnel Policies, Personnel Records, Personnel Audit or HR Audit, Purpose of HR Audit, Personnel Research, Types of Personnel Research, Functions of Personnel Research, Personnel Research Procedure, Importance of Personnel Research, Characteristics and Scope of Personnel Research, Basic Considerations for Personnel Evaluations.
3	<b>Human Resource Planning</b> : Introduction to Human Resource Planning, Meaning of Human Resource Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Factors affecting Human Resource Planning, Importance of Human Resource Planning, Steps in Human Resource Planning, Need for Human Resource Planning, HR Planning Process, Problems or Limitations in Human Resource Planning, Manpower Plan Component / Elements or Components of Human Resource Planning, Career and Succession Planning, Objectives of Career Planning, Elements of Career Planning Programs, Career Planning – The Competency Band Approach, Career Planning Techniques, Process of Career Planning and Development, Steps Involved in Career Development System, Advantages of Career Planning, Limitations of Career Planning, Essentials of Effective Career Planning, Classification of Career, Succession Planning, Objectives of Succession Planning, Develop Employees for Succession Planning, The succession Planning Process.
4	<b>Job Analysis</b> : Introduction to Job Analysis, Scope of Job Analysis, Techniques or Methods of Collecting Job Analysis Data, Uses of Job Analysis, Process of Job Analysis, Components of Job Analysis, Importance of Job Analysis, Job Description, Job Specification, Management by Objectives, Nature of Management by Objectives, Process of MBO, Benefits of MBO, Recruitment, Sources of Recruitment or Methods of Recruitment, Alternatives to Recruitment, Alternatives to Recruitment, Factors in a Recruitment Policy, Prerequisites of a Good Recruitment Policy, Selection, Difference between Selection and Recruitment, Recruitment Practices in India, Socialization, Orientation or Induction, Human Resource Information System, Why Computerise Personnel Records and Information Systems? Valuation of Human Resources.
5	<b>Concept of Training &amp; Development</b> : Introduction to Concept of Training and Development, Meaning of Training, Features of Training, Objectives of Training, Importance of Training, Employee Training Needs Assessment, Factors Indicating Training Needs, Types of Training, Stakeholders in Training, Development, Discussion Training Method, Lecture Training Method, Demonstration Training Method, Discussion Training Method, Intelligent Tutorial System (ITS), Programmed Instruction (PI), Games and Simulations, Role Play Training Method, Equipment Simulators, In Basket Technique, T-Group Training/Sensitivity Training, Transactional Analysis, Evaluation of Training,

	Executive Development/Human Resource Development, Executive Development/Human Resource Development Practices in Indian Industries - Trends.
6	<b>Performance Appraisal:</b> Introduction to Performance Appraisal, Features of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal, Types of Appraisal Methods, Methods of Performance Appraisal, Use of Appraisal Data, Requirements of a Good Appraisal System, Advantages of Performance Appraisal, Pitfalls of Performance Appraisal, Constraints of Performance Appraisal.
7	<b>Wage Determination:</b> Introduction to Wage Determination, Meaning of Wages, Determinants of Wages, Managing Wages, Wages and Salary Administration, Agencies Administering Wages and Salaries, Principles of Wages and Salary Administration, State Regulations of Wages, Managing Employee Benefits in Organization, Theories of Wages, Economic Theories about Wages, Subsistence Theory of Wages, Wage Payment System, Time Rate System of Wage Payment, Piece Rate System, Difference between Time Rate System and Piece Rate System, Meaning of Wage Structure, Types of Wage Differentials, Rewards and Incentives for Employees, Financial Methods of Motivation, Demonstration of Fringe Benefits, Retirement Plans, Types of Retirement Plans, Self Employed Retirement Plan.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. C.B. Mamoria & S.V Gankar - Personnel Management Text and Cases; Himalaya Publishing House.
- B. P.C. Tripathi - Personnel Management & Industrial Relations; Sultan Chand & sons.
- C. Heneman, Schwab, Fossum, Dyer - Personnel/Human Resource Management; Universal books Stall, New Delhi.
- D. M.N. Rudrabasavaraj - Dynamic Personnel Administration; Himalaya Publishing House.