

MBA, HUMAN RESOURCE & INDUSTRIAL RELATIONS

SEMESTER I

Core Papers (All Papers are Credit and Compulsory)

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

Foundation Paper (Non-Credit Compulsory paper)

LU 011 COMMUNICATIVE ENGLISH

IMS 011 ESSENTIALS OF MANAGEMENT

Objective: To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

Course Outline

Unit I

Introduction: Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

Unit II

Planning: Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

Unit III

Organisation: Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

Unit IV

Directing & Controlling: Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

Recommended book(s)

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M.,

Fundamentals of Management, Inwin, Inc.

Drucker, P.F. ,

The Practice of Management, Allied Publishers

Hold, David, H.,

The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell,

Essentials of Management, Tata McGraw Hill

Prasad, L.M.,

Principles and Practice of Management, Sultan Chand & Sons

IMS012 BUSINESS ENVIRONMENT

Objective: To facilitate the understanding of the various components of the environmental to be considered for decision making.

Course Outline

Unit I

Introduction: The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors ó Porters model, the process of Environmental Scanning. Types of economies ó socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

Unit II

The Politico-Legal Environment ó The relationship between business and government in India. Federal structure in India ó Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

Unit III

Macro Economic Environment ó National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles ó meaning, phases and theories ó monetary theories, Samuelson and Hicksian approach. Inflation analysis.

Unit IV

Indian Economic Environment ó Features of Indian Economy ó primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms ó liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

Recommended book(s)

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

IMS 013 FINANCIAL ACCOUNTING

Objective: To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

Course Outline

Unit I

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

Unit II

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

Unit III

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, , depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

Unit IV

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

Recommended book(s)

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India

Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication

Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.

Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.

Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications

Accounting for Managers, Bhattacharya, Vikas Publications

Financial Accounting, Jawaharlal and seema srivastava

QUANTITATIVE METHODS IN BUSINESS

IMS 014

Objective: To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

Course Outline

Unit-I

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

Unit-II

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

Unit-III

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

Unit-IV

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

Recommended book(s)

Business Mathematics,by Sancheti & Kapoor(Unit I)

Statistics,by S P Gupta and M P Gupta(unit II & Unit III)

Operations Research,by JK Sharma(Unit IV)

IMS 015 HUMAN RESOURCE MANAGEMENT

Objective: To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

Course Outline

Unit I

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

Unit II

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

Unit III

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

Unit IV

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

Recommended book(s)

Human Resource Management ó Text & Cases, by VSP Rao, Excel Books

Human Resource Management ó Text & Cases, by K. Ashwatappa ó Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw ó Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

Objective: To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

Course Outline

Unit I: Indian Society and Indian Philosophy

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

Unit II: Values: Indian scriptures and Indian thinkers

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

Unit III: Business Ethics

Theories of Ethics ó Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

Unit IV: Application of Business Ethics

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

Recommended Books

Ethics and the Conduct of Business, by Boatright (Pearson Education)

IMS 017 MARKETING MANAGEMENT

Objective: To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

Course Outline

UNIT I

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition);

Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

UNIT II

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests,)

UNIT III

PRODUCT:- Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

PRICE:- Pricing objectives, factors influencing pricing, Pricing strategies

UNIT IV

DISTRIBUTION:- Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

PROMOTION: promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

Recommended book(s)

Marketing ó Concepts, strategies, by William M Pride, O C Fewell, Biztantra

Marketing Management, by Ramaswamy & Namakumari, Macmillan
 Marketing Management, by Arun Kumar & Meenakshi, Vikas
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

IMS 018 MANAGERIAL ECONOMICS

Objective: To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

Course Outline

UNIT – I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

UNIT – II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

UNIT – III

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

UNIT – IV

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis ó concepts and its applications in business decisions, margin of safety, theories of firm ó Baumol, Williamson and Morris Model.

Recommended book(s)

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

LU 012 COMMUNICATIVE ENGLISH

Objective: The course is designed to meet the English conversational proficiency needs of individuals..

Course Outline

Unit – I

Practice of conversation covering every day activities, functional grammar ó Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

Unit – II

Vocabulary ó extend vocabulary, Phrases, Idioms, Improve reading skills ó sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills ó interpersonal skills, ability to handle diverse roles, Role Play & body language.

Unit – III

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

Unit – IV

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach ó interactive learning process with emphasis on participation, evaluation and feedback.

Recommended Book(S)

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking
Speak English Audiocassettes & studentø books ó		Orient Longman

SEMESTER II**Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

Elective Papers – Credit (Two papers Supportive to the discipline of study)

MBA (HR) 021	FOUNDATIONS OF HUMAN RELATIONS
MBA (HR) 022	DYNAMICS OF HUMAN BEHAVIOUR
MBA (HR) 023	STRESS MANAGEMENT

Foundation Paper (Non-Credit Compulsory paper)

LU 021	FOREIGN LANGUAGE
--------	------------------

IMS 021 INTERNATIONAL BUSINESS**Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Unit I - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

Unit II -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories ó stopler ó Samuelson theorem, International Product life Cycles. Investment Theories ó Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes ó Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

Unit IV - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

IMS 022 MANAGEMENT ACCOUNTING

Objective: To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

Course Outline**Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

Unit II

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

Unit III Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

Unit IV Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

Recommended book(s)

Management Accounting, by Atkinson, Pearson / PHI

Management Accounting, by Sudhindra Bhat, Excel Books
Management Accounting, by Sharma, Sashi K Gupta Kalyani
Cost Accounting, by Charles T Horngren, Pearson/PHI

IMS 023 FINANCIAL MANAGEMENT

Objective: The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

Course Outline

Unit I

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

Unit II

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

Unit III

Finance decision: Sources of funds short term, and long term source of capital, cost of capital computation of cost various sources of capital weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

Unit IV

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories
Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

Recommended book(s)

Financial management, theory and practice, by Prasanna Chandra, TMH.
Financial management and policy, by J.C. Vanhorne, PTH.
Financial management, by M.Y. Khan and P.K. Jain, TMH.
Financial management, by I.M. Pandey, Vikas Publication.

IMS 024 COMPUTER APPLICATIONS AND MIS

Objective: To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

Course Outline

Unit – I

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

Unit II

Types of Software, Computer Languages, Translators, Operating system ó Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

Unit III

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

Unit IV

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, Eócommerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

Recommended book(s)

Balaguruswamy,	Introduction to Computers
B. Ram,	Computer Fundamental
Ron Mansfield,	Working in Microsoft Office
Greg Perry,	Teach Yourself Office 97
Brein James, O.,	Computers in Business Management : An Introduction
Bentley Trevoi,	Management Information Systems and Data Process

IMS 025 PRODUCTION & OPERATIONS MANAGEMENT

Objective: To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

Course Outline

Unit I

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

Unit II

Materials managements ó its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

Unit III

Productivity ó definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

Unit IV

Development of efficient work methods, work measurement ó concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

Recommended book(s)

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub
 Production & Operations Management, by Upendra Kachru, Excel Books.
 Operations Now, by Byron J Finch, Tata Mc Grawhill
 Operations Management, by Gaither & Fraizer, Thomson South Western.
 Theory and Problems in Production and Operations Management by S.N. Chary

RESEARCH METHODOLOGY

IMS026

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

Unit-I

Introduction to Research Methodology

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

Unit-II

Research Design and Sampling Design

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

Unit-III

Data Collection and Preparation

Methods of data collection, developing instruments used in data collection,
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

Unit-IV

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis:

Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report

Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication

Business Research Methods, Cooper and Schindler, TMH Publication

Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI

Marketing Research-Text and cases, Nargundkar

Research Methods, William and M.k. Trochim

Research Methodology, R. Panneerselvam

Business Research Methodology, Srivastava and Rego

Complete Business Statistics, Amir D Aczel

Statistics for Management, Levin & Rubin

MBA (HR) 021 FOUNDATIONS OF HUMAN RELATIONS

Objective: To develop understanding of issues in managing harmonious human relations.

Course Outline

UNIT-I

Basic Concepts: Society, Community, Association, Institution; Human Relations: Concept, Components, Significance, Nature, Types - Cordial and Strained. Analysis of Interpersonal Relations with FIRO-B, Essentials of Human Relations, Dos and Don'ts

UNIT-II

Social Stratification: Concept, Bases, Types - Caste and Class, Consequences for Human Relations, Strategies for Curbing Baneful Effects, Special Opportunities through Positive Affirmation; Associative Social Processes: Cooperation, Accommodation, Assimilation, and Acculturation, Adaptation Dissociative Social Processes: Competition, Conflict, Aggression, Terrorism

UNIT-III

Social Norms: Folkways, Mores, Customs, Traditions, Institutions. Socialization: Concept, Theories & Agencies

UNIT-IV

Social Group: Concept, Significance and Types, Primary and Secondary Groups Social Control: Concept, Forms, Means, Methods and Agencies

Recommended book(s)

Bajpai, B.L., Making Management Skill More Effective, Vikas
 Bhushan, Vidya and Sacheva D.R., An Introduction to Sociology, Kitab Mahal
 Davis, Kingsley, Human Society, Surjeet Publications
 DeCenzo, David A., Human Relations: Personnel & Professional-Development, PHI
 MacIver, R.M. and Page, C.H., Society: An Introductory Analysis, MacMillan
 Rao, Shanker C.N., Sociology - Primary Principles, S. Chand and Co.

MBA (HR) 022 DYNAMICS OF HUMAN BEHAVIOUR

Objective: To develop an understanding of the dynamics of human behavior for successful handling of management issues and promote better understanding amongst members of the organization.

Course Outline

Unit I

Cognitive Processes - Thinking and Problems Solving, Thinking, Concept, Theoretical Perspectives; Types, Convergent, Divergent Lateral, Reasoning, Decision Making Process, Approaches, People Focussed & Product focused., Strategies employed, Creating Positive Mindsets Problem Solving, Concept, Approaches in Managerial Perspectives, Brain Storming, Sensitivity Training, T Groups, Encounter Groups. Emotional Intelligence, Concept, Nature, E.Q. for Improving Emotional Intelligence

Unit-II

Personality- Concept, Theoretical perspective- Trait & Type Approach (Brief); Self Concept, Meaning & Nature, Self Growth Movement, Type A, B, C, Personality, Healthy Personality (All port& Mature), Jungs Personality Indicators

Unit-III

Mental Health: Concept Principles of Deviance and Disability, Act; Who is Mentally Ill?; Stigma, National Mental Health Act Provision for the Attitude Job Satisfaction and Mental Health & Work Ethics; Mentally ill? Parameters of Positive Mental Health; National Services for the Mentally Ill.

Unit IV

Stress: Concept Types, Physiological Arousal as Base Reactions and Coping (Task Oriented, Ego Defense Mechanism), and Managing Stress- Time Management Skills Relaxation Exercises Handling External Toxins. Behavioral Change: Concept Significance Self Awareness, Methods and Techniques of Self Development

Recommended book(s)

Arnold, John, Robertson, Iran T. and Cooper, Cary L., Work Psychology- Understanding Human Behaviour in the Work Place, Mac Millan
 Baron, Robert A. and Greenberg, Jerald, Behaviour in Organisations, Prentice Hall International
 McConnel, James V., Understanding Human Behaviour, Holt Rinehart and Winston
 Spencer, Christopher and Scelt, Peter, Psychology : A Contemporary Introduction, Black Well
 Tiffin, J. and McGormick, B.J., Industrial Psychology, Prentice Hall of India

MBA (HR) 023 STRESS MANAGEMENT

Objective

To equip the student in understanding the triggers of stress and in better managing stress.

UNIT I

Concept of Stress: Origin - a) Basic concepts of the theory of H. Selye (Stressors; Basic Stress-reactions; Distress); b) Principles of Adaptation: From Darwin up to modern military psychology (Degeneration, Idioadaptation, Aromorphosis; Hierarchy of needs and orgiastic principle; Diagnostics of adaptation in a group; Adaptation to extreme activity conditions)

UNIT II

Individual and popular concepts of stress, Exercises on definition of actual models of stress and its reduction, Stress and psychological disorders (Sleep disorders; Eating disorders; Emotional disorders)
 Practical skills of stress management: SM in positive psychotherapy (Comprehension vs. Estimation; National features of dealing with stress);

UNIT III

Stress management in NLP (Words- and formulas- parasites; their genetics and morphology; Stress-patterns: discovering; breaking; transformation; Reframing of habitual stress-reactions; Question of psychological ecology)

UNIT IV

Extreme approaches to SM: military techniques of self-control a) Regulation of sleeping regime b) Muscular tension reduction c) Emotional tension reduction

Recommended Books

1. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Phildephia.
2. K.Hari Gopal, Organizational Stress, University Press.
3. Dr.Rakesh Chopra Santosh Sharma, The stress Cyclone Suffer or Emerge out: The choice of yours, Institute of corporate Management, Excel Books.

SEMESTER III**Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

Elective Papers – Credit (Total No. of elective papers in a semester will be five)**A. (3-5 Papers Supportive to the discipline of study)**

MBA (HR) 032 INDUSTRIAL JURISPRUDENCE

MBA (HR) 033 PARTICIPATIVE MANAGEMENT IN INDUSTRIAL RELATIONS

MBA (HR) 034 LABOUR WELFARE, SOCIAL SECURITY & INDUSTRIAL SOCIAL WORK

MBA (HR) 035 TRADE UNIONS, COLLECTIVE BARGAINING & FINANCIAL REWARDS FOR WORK

MBA (HR) 036 ENVIRONMENTAL POLLUTION, OCCUPATIONAL HAZARDS & INDUSTRIAL SAFETY

MBA (HR) 037 COMPENSATION MANAGEMENT

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs**Foundation Paper**

LU 031 FOREIGN LANGUAGE (Non Credit) Compulsory Paper

LU 032 Summer Internship Report – (Credit) Compulsory

LU 033 Industrial Relations & Industrial Visit

IMS 031 STRATEGIC MANAGEMENT – I**Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.**Course Outline****Unit I:** Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives**Unit II: Environmental Appraisal:** Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.**Unit III: Company level strategies:** Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.**Unit IV: Strategic Analysis and Choice:** Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH

Strategic Management ó An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones ó Biztantra

Business Policy, by AzharKazmi

IMS 032 BUSINESS LAW**Objective:** To familiarize the student with legal aspects of conducting business.**Course Outline****Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

Unit II

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

Unit III

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

Unit IV

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

Recommended book(s)

Elements of Mercantile Law, by N D Kapoor, Sultan Chand
Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL
Business Law, by M C Kuchhal -Vikas

MBA (HR) 032 INDUSTRIAL JURISPRUDENCE

Objective: To expose the students to an in-depth study of Industrial jurisprudence as applied to the field of human resources.

Course Outline

UNIT – I

Industrial Jurisprudence: Meaning, Scope and Historical Development with Special Reference to Constitutional Provisions and Conventions and Recommendations of ILO, Master-Servant Relationship, Vicarious Liability, Their Rights and Duties, Control of High Courts and Supreme Courts, Publication and Enforcement of Awards, Principles of Case Law, Civil and Criminal Procedure Codes and Their Relevance for Industry

UNIT- II

Sources, Development and Principles of Labour Legislation; Constitutional Safeguards; Factories Act, 1948; Plantation Labour Act, 1951; Mines Act, 1952

UNIT-III

Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996; Contract Labour (Regulation and Abolition) Act, 1970; Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979; Bonded Labour System (Abolition) Act, 1976; Child Labour (Prohibition and Regulation) Act, 1986

UNIT-IV

Company Law: Concept, Nature and Types of Company; Incorporation of Company, Memorandum of Association, Prospectus, Directors, Promoters and Members; Winding up of Company; Basics of Income Tax, Gift Tax, Trade Tax, Sales Tax & Value Added Tax (VAT) Custom and Excise Duties, Wealth Tax

Recommended Book(S)

Balchandani, K.R., Industrial Law, Himalaya Publishing House.
Bhir, B.S., Dimensions of Industrial Relations in India, Untied Asia Publishers
Goswami, v.G., Labour and Industrial Laws, Central Law Agency
Malik, P.L., Industrial Law, Eastern Book Agency
Mishra, Srikant, Modern Labour Laws and Industrial Relations, Deep and Deep Publications
Misra, S.N., An Introduction to Labour and Industrial Law, Allahabad Law Agency

MBA (HR) 033 PARTICIPATIVE MANAGEMENT IN INDUSTRIAL RELATIONS

Objective: To provide the students with a comprehensive knowledge of industrial relations and measures for preventing industrial disputes.

Course Outline

UNIT-I

Participative Management: Concept, Objectives, Scope, Levels, Determinants and Reflectors

UNIT-II

Various Approaches to Participation: Socialist, Gandhian, Eclectic, and Social Science; Scheme of Workers' Participation in Management in India, Problems and Remedies; Recent Trends in Participatory Management, Quality Circles and Japanese Management

UNIT-III

Industrial Relations: Concept Objectives, Nature and Scope; Approaches to Industrial Relations; Determinants of Industrial Relations; Reflectors of Industrial Relations; Industrial Relations Policy in India; Changing Role of State and New Paradigms in Industrial Relations; Industrial Relations and Globalization

UNIT-IV

Industrial Disputes: Concept, Types, Causes and Magnitude; Machinery for Settlement of Industrial Disputes in India: Statutory and Non-Statutory Preventive Measures for Settlement of Industrial Disputes: Code of Discipline, Code of Efficiency, and Welfare, Model Grievance Procedure, Inter-Union Code of Conduct; Disciplinary Action, Domestic Enquiry-Principle of Natural Justice; Industrial Disputes Act, 1947; Indian Arbitration and Conciliation Act, 1996

Recommended Book(S)

Agarwal, D., Dynamics of Labour Relations in India, Tata McGraw Hill Publishing Company
Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan, Agra, 1990.
Das, N.G., Industrial Democracy in India, Asia Publishing House
Mamoria, C.B., Dynamics of Industrial Relations, Himalaya Publishing House
Mustafa, M. and Dharma, Onkar, Workers' Participation in Management, Concept and Practice, Deep and Deep Publications
Pylee, M.v., Worker's Participation in Management, Vikas Publications
Ramanujam, G., Indian Labour Movement, Sterling Publications
Rao, Chalapathi, P.V., Labour Management Relations and Collective Bargaining, Anmol Pub.
Vishwanath, Workers' Participation in Management, Mittal Publications

MBA (HR) 034 LABOUR WELFARE, SOCIAL SECURITY & INDUSTRIAL SOCIAL WORK

Objective: To strengthen students' grasp on issues pertaining to labour welfare and social security.

Course Outline

UNIT-I

Labour Welfare: Concept, Significance, Objective, Scope, Classification, Approaches, and Principles

UNIT-II

Labour Welfare Policy in India, Labour Welfare Programmes in India, Legal Provisions Relating to Labour Welfare in India; Beedi Workers Welfare Cess Act, 1976; Beedi Workers Welfare Fund Act, 1976; Iron Ore Mines, Manganese Ore Mines and Chrome Ore Mines, Labour Welfare Cess Act, 1976; Iron Ore Mines Manganese Ore Mines and Chrome Ore Mines Welfare Fund Act, 1976; Mica Mines Labour Welfare Fund Act, 1946; Building and Other Construction Workers' Welfare Cess Act, 1996; Lime Stone and Dolomite Mines Labour Welfare Fund Act, 1972

Labour Welfare Officer: Qualifications, Roles and Functions, Status, Terms and Conditions of Services, Challenges

UNIT-III

Social Security: Concept, Significance, Objectives, Evolution, Scope; Forms of Social Security: Social Insurance, Public Assistance and Public Services.

Important Laws: Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Personal Injuries (Compensation) Insurance Act, 1963; Payment of Gratuity Act, 1972

UNIT-IV

Industrial Social Work: Concept, Objectives, Scope, Principles; Industrial Social Worker: Roles and Functions, Status, Skills Required; Recent Developments in Social Work Practice in Industry; Future of Industrial Social Work in India

Recommended Book(S)

Bansal, C.L., Business and Economic Laws, Himalaya Publishing, House
Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan
Goswami, v.G., Labour and Industrial Law, Central Law Agency
Malik, P.L., Industrial Law, Vol. 1 & 2, Eastern Book Co.

MBA (HR) 035 TRADE UNIONS, COLLECTIVE BARGAINING & FINANCIAL REWARDS FOR WORK

Objective: To provide understanding of the working of trade unions, concept of collective bargaining and equitable financial rewards.

Course Outline

UNIT-I

Trade Union: Concept, Objectives, Functions, Theories; Historical Development of Trade Unions in India, England and America; Central Labour Organizations, Trade Union Leadership, Political Affiliations of Trade Unions, Trade Union Rivalry, Trade Union Security; Trade Unions Act, 1926; Social Responsibilities of Trade Unions

International Labour Organization: History, Objective, Structure, Functions and Impact on Indian Trade Union Movement; Trade Union Strategies towards Liberalization and Technological Change

UNIT-II

Collective Bargaining: Concept, Objectives, Significance, Salient Features, Nature, Scope, Theories, Principles, Forms, Methods, Problems, Outcomes, Agreements, Settlements, Consent Awards and their Implementation, Collective Bargaining Policy, Legal Sanction for Collective Bargaining

UNIT-III

Compensation and Reward Management; Wages: Concept, Distinction between Wage and Salary, Types of Wages-Minimum Wage, Fair Wage and Living Wage, Principles of Wage Determination, Theories of Wages, Determination of Wage Rate and Adjusting Pay Structure, Designing, Improving and Implementing Compensation Package, Incentive Systems of Wage Payment, Dearness Allowance, Bonus, Fringe Benefits; Compensation Practices in Multinational Corporations; Wage Boards and Pay Commissions: Structure and Functions

UNIT-IV

Payment of Wages Act, 1936 ; Minimum Wages Act, 1948 ; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965 ;Payment of Gratuity Act,1972

Recommended Book(S)

Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan
Chalapathi Rao, P.V., Labour Management Relations and Collective Bargaining, Anmol Publications
Malik, Dipak, Indian Trade Unionism in Developmental Perspective, Commonwealth Publishers
Mamoria, C.B., Dynamics of Industrial Relations, Himalaya Publishing House
Sharma, A.M., Understanding Wage System, Himalaya Publishing House
Venugopal Rao, G., and Prasad Ram, Trade Unionism in India, Printwell

MBA (HR) 036 ENVIRONMENTAL POLLUTION, OCCUPATIONAL HAZARDS & INDUSTRIAL SAFETY

Objective: To develop an appreciation of the environmental and occupational hazards and the need for industrial safety measures.

Course Outline

UNIT-I

Environment, Ecology and Development. Environmental Pollution: Concept, Types-Water Pollution, Air Pollution, Noise Pollution, Soil Pollution, Causes and Baneful Effects of Pollution on Environment Laws Relating to Environmental Pollution: Environment (Protection) Act, 1986; Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981; Strategies for Conservation and Development of Environment in India

UNIT-II

Occupational Health: Concept, Nature, Significance and Scope; Occupational Disease: Concept, Types, Diagnosis, Prevention and Treatment; Model Occupational Health Services: Structure and Function; Data Bank and Laboratories for Occupational Health and Hygiene; Respiratory and Non-Respiratory Testing; Notifiable Occupational Diseases

UNIT-III

Behavioural Toxicology: Concept and Research Methods; Threshold Limit - Value of Toxic Chemicals and Their Effects on Behaviour; Health Hazards of New Technology: Impact of Automation and Computerization on Employees' Health Problems with Visual Display Units and Terminals

UNIT-IV

Occupational Stress: Concept, Causes- Personality Related, Nature of Work Related, Work Situation Related, Social Situation Related, Prevention and Control of Occupational Stress ; Industrial Accidents: Concept, Theories-Frequency Rate and Severity Rate of Accident, Causes, Fatigue, Monotony and Boredom, Accident Proneness, Preventive and Remedial Measures ; Industrial Safety: Concept, Approaches, Safety Measures- Types, System, Safety Stewardship Scheme, Safety Climate; Quality of Work life and Its Impact on Industrial Safety

Recommended Book(S)

Agarwal, S.K. , Industrial Environment Assessment and Strategy, APH Publishing Corporation
Hammer, Willie, Occupational Safety Management and Engineering, Prentice Hall
LocUm, R.M., Environment and Industry: An Alarm, Shiva Publishers
Mamoria, C.B., Personnel Management, Himalaya Publishing House
Vernon, H.M., Accidents and Their Prevention, Cambridge University Press

MBA (HR) 037 COMPENSATION MANAGEMENT

Objective: To provide the students with an in-depth knowledge on compensation practices for different levels of manpower.

Course Outline

UNIT I

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning Planning for Improved Competitiveness;

UNIT II

Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-I Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation packages;

UNIT III

Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.; Understanding Different Components of Compensation packages like Fringe benefits, Incentives and Retirement Plans;

UNIT IV

Compensation Practices of Multimedia Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems, Working of Different Institutions Related System Like Wage Boards, Pay Commissions.

Recommended Book(S)

Sharma, A.M., Understanding Wage System, Himalaya Publishing House

SEMESTER IV

Core Papers (Two Papers, Both are Credit and Compulsory)

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE

Elective Papers – Credit

A. 2-4 Papers Supportive to the discipline of study

MBA (HR) 041	MANAGERIAL COUNSELLING
MBA (HR) 042	HUMAN RESOURCE DEVELOPMENT & TRAINING
MBA (HR) 043	LEADERSHIP, CONFLICT RESOLUTION AND TEAM BUILDING
MBA (HR) 044	MANAGERIAL COMMUNICATION & PR
MBA (HR) 045	QUALITY CONTROL & DEVELOPMENT
MBA (HR) 046	PERFORMANCE MANAGEMENT

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs.

Foundation Paper

LU 041	RESEARCH PROJECT/BUSINESS PLAN (Credit and Compulsory)
--------	--

IMS 041 STRATEGIC MANAGEMENT – II Objective: To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

Course Outline

Unit I:

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of *Strategic* Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

Unit II:

Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

Functional /Operational Implementation: An overview of: Functional Strategies.

Unit III:

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

Tailoring Strategy to Fit Specific Industry and Company Situations:

Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.

Unit IV:

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

Recommended book(s)

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by AzharKazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE

Objective: To understand the facilitative forces for organisational effectiveness and management of change.

Course Outline

Unit I

Understanding Organizational Effectiveness and Change. Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

Unit II

Organizational Learning and Learning Organizations: Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

Unit III

Interpersonal Relationships: Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

Unit IV

Organizational Culture and Climate. Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

Recommended book(s):

Organizational Behaviour, by Stephen P. Robbins
Organizational Effectiveness and Change, by Cummins (South Western Thompson)
Management of Organizational Change, by Hari Gopal
Change Management, by Neelkant Ramanarayan

MBA (HR) 041 MANAGERIAL COUNSELLING

Objective: To equip the potential managers with understanding of psychological make-up of personnel working in an organization with a view to promote positive culture..

Course Outline

Unit I

Managerial Counselling: Process, Steps in Counselling, Goals, Expectations Counselling Skills, Communication Skills Verbal & Non-Verbal Communication, Managerial Counselling/Counselling for Managers, Counselling: Concept, Nature & Type, Related Concepts :Helping, Consultation, Advice, Psychotherapy, Counselling Process: Steps in Managerial Counselling (8 Step model), Counselling Environment, Expectations and Goals, Approaches to Counselling (Directive, Behaviouristic, Humanistic, and Existential)

Unit II

Counselling Skills: Verbal Communication Skills and Non Verbal, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool, Crisis Intervention, Process and Steps, Counseling in Industrial Setting.

Unit III

Psychological Testing and Diagnosis: Types of Psychological Tests, Group Therapy and Brief Counselling. Managerial Blockages, SWOT.

Unit IV

Counselling for Absentees, Sick, Accident Prone, Retiring/Retired, Improving Performance and Job Environment Fit, Recent Trends.

Recommended Book(S)

Cavanaugh, M.E., The Counselling Experience, A Theoretical and Practical Approach, Monterey CA Brooks, Cole, 1982.
Dryden Windy, Key Issues for Counselling in Action, Sage Publication, New Delhi, 1995.
Dryden Windy, Counselling in Practice, Sage Publications, New Delhi, 1995.
Gelso, Charles J. and Fretz, Bruce R., Counselling Psychology, Prism Book Pvt. Ltd., Bangalore, 1995.
Hansen, J.C., Warner, P.W. and Smith, E.J., Group Counselling: Theory and Process (2nd ed.) Rand McNally, Chicago, 1980.
Mehta, D.S., Handbook of Public Relations in India, Allied Publishers Ltd., New Delhi, 1998.
Nattan, Robert and Hill, Linda, Career Counselling, Sage Publications, New Delhi, 1996.
Oldfield, S., The Counselling Relation, Routledge and Kegan Paul, London, 1983.
Rao, Narayan, Counselling Psychology, Tata McGraw Hill, New Delhi, 1995.

MBA (HR) 042 HUMAN RESOURCE DEVELOPMENT & TRAINING

Objective: The course aims to equip students with skills relevant for training and developing the manpower in an organization.

Course Outline

UNIT-I

Human Resource Development: Introduction, Evolution, Role and Functions of HRD, Challenges before HRD Professionals, Interrelationship between HRD and HRM; Training and Development: Concept, Significance, Methods, Techniques and Strategies; Training: Steps and Process; Types of Training; On the Job and Off the Job; Essentials of a Training Programme

UNIT-II

Learning Theory: Principles and Methods of Learning: Role of Learning in Developing a Group of Trainees, Communication Process in Training, Audio-Visual Aids, Monitoring and Evaluation of Training Programmes, Training Institutions and Future of Training in India

UNIT-III

Public Relations: Concept, Significance, Nature and Scope, Process, Factors Affecting Public Relations, Reflectors of Public Relations; Methods and Techniques of Public Relations; Position, Role and Functions of Public Relations Officer

UNIT – IV

Public Relations and Publicity through Newspapers, T.V., Radio, etc.; Public Relations with Government, Consumers, Political and Community Leaders, and Non-Governmental Organizations Reports, House Magazines, Exhibitions, Sponsorship; Advertising: Concept, Types, Steps, Campaigns, Methods and Techniques, Agencies, Constitutional and Legal Restraints

Recommended Book(S)

Dubey, V.K., Public Relations Management, Common Wealth Publishers
Jefkins, Frank, Public Relations, Pitmann Publishing
Mamoria, C.B., Personnel Management, Himalaya Publishing House

Pareek, Udai and Lynton, Rolf, P., Training for Development, D.B. Taraporevala
 Prasad, L.M., Principles and Practice of Management, Sultan Chand and Sons
 Rae, Leslie, Techniques of Training, Jaico Publishing House
 Rudrabasavaraj, M.N., Executive Development, Himalaya Publishing House
 Sengupta, Sailesh, Management of Public Relations and Communication, Vikas Publishing House

MBA (HR) 043 LEADERSHIP, CONFLICT RESOLUTION AND TEAM BUILDING

Objective: To develop leadership, conflict resolution and team building skills in the prospective manager.

Course Outline

Unit I

Leadership: Concept, Nature, Characteristics, Leader Vs Manager, Leadership Skills Leader, Roles, Responsibilities and Functions of Leader, Qualities of a Good Leader, Classification of Leadership: Formal vs. Informal, Positive vs. Negative, Cultivated vs. Innate, Factors Affecting Choice of Leadership; Retention and Change of Leadership, Obstacles in the way of Leadership, Contemporary issues in Leadership

Unit II

Leadership Approaches & Theories: Approaches for Examining Leadership Behavior: Trait Theories, Behavioral Theories (Ohio State studies, University of Michigan Studies, Managerial Grid, and Scandinavian Studies), Contingency Theories (Fiedler's Model, Hersey and Blanchard's Situational Theory, Leader-Member Exchange Theory, Path-Goal Theory, Leadership Participation Model).

Recent Approaches to Leadership: Attribution Theory of Leadership, Charismatic Leadership Theory, Transactional vs. Transformational Leadership, Visionary Leadership.

Leadership Styles: Autocratic, Consultative, *Laissez Faire*, Bureaucratic, Manipulative and Expert Leadership, Likert's Four Systems of Management (Exploitative-Authoritative Style, Benevolent Authoritative Style, Consultative Style and Participative Style), Strategies for Development of Effective Leadership: Delegation of Authority, Participation in Decision Making, Open and Uninhibited Communication, Suggestion System

Unit III

Conflict: Concept, Nature, Transitions in Conflict Thought (Traditional View, Human Relations View and Interactionist View), Conflict- Intensity Continuum, Causes of Conflict (Personal, Work Related, Group Related, Organizational and Societal), Consequences for and Impact of Conflict on Individual, Group, Organization and Society

Types of Conflict: Dyadic Conflict, Individual Level Conflict, Inter-Group Conflict, Inter-Organizational Conflict, Goal Conflict and Role Conflict, Functional vs. Dysfunctional Conflict, Stimulating Functional Conflicts, Indices and Theories

The Conflict Process: Five stages of Conflict Process (Potential Opposition or Incompatibility, Cognition and Personalization, Intentions, Behavior and Outcomes), Measurement and Diagnosis of Conflict, Conflict Resolution: Concept, Need, Methods, and Techniques.

Unit IV

Team: Concept, Objectives, Teams vs. Groups, Elements and Functions of Teams, Types of Teams (Problem-Solving Teams, Self-Managed Work Teams and Cross-Functional Teams).

Strategies of Building a Dynamic Team- Driving towards a Mission, Striving towards Team Effectiveness, Thriving on Teamwork, Arriving at Peak Performance

Team Decision- Making Techniques; Turning Individuals into Team Players; Contemporary Issues in Managing Teams

Recommended book(s):

Aravindan, P., Team Engineering and World Class Management, Wheeler Publishing

Blake, Robert R.O, Shepherd, Herbert A. and Mouton, Jane S., Managing Intergroup Conflict in Industry, Gulf Publishing House
 Cleland, David I., Strategic Management of Teams, John Wiley and Sons

Davis, Keith, Human Relations at Work, McGraw Hill

Harigopal, K., Conflict Management (Managing Interpersonal Conflict), Oxford and PH Pub.

MBA (HR) 044 MANAGERIAL COMMUNICATION & PR

Objective: To develop communication and public relations skills required for a manager.

Course Outline

Unit-I

Communication: Concept, Nature, Scope, Significance; Communication Elements: Source, Message, Media, Receiver, Feedback; Communication Process: Ideation, Encoding, Transmission, Receiving, Decoding, Action; Communication Barriers, Principles & Skills of Effective Communication; Role of Communication in Business Organizations

Unit-II

Theories of Communication, Johari Window, Types of Communication; Organizational Communication: Upward, Downward, Horizontal and Diagonal; Public Presentation: Concept, Significance Steps, Obstacles, Strategies; Oral Communication Skills, Communication Tools (Lecturing, PowerPoint Presentation, Video Conferencing); Group Discussion: Concept, Objectives, Essentials, Methods & Techniques; Interviewing: Concept, Components, Essentials, Methods & Techniques, Interviewer; - Interviewee Relationship - Dos & Don'ts, Steps in Interview Process, Mock Interviews, Stress Interviews, Review & Feedback

Unit -III

Business Correspondence: Principles of Clear Writing, Applications & Requests, Positive & Negative Responses to Request, Routine Messages, Memos, Report Writing, Notices, Advertisement, House Magazines, Memoranda, Representations, Preparation of Agenda and Minutes, Organizing Meetings, Business Etiquettes: Telephone & Email Etiquette Communication Ethics,

Corporate Ethics, Ethical Dilemmas, Inter Cultural Communication, Argumentation- Cross and Problem Solving, Persuasion, Ejective Listening

UNIT-IV

Public Relations: Concept, Significance, Nature and Scope, Process, Factors Affecting Public Relations, Reflectors of Public Relations Methods and Techniques of Public Relations. Position, Role and Functions of Public Relations Officer. Public Relations and Publicity through Newspapers, T.V., Radio, etc. Public Relations with Government, Consumers, Political and Community Leaders, and Non-Governmental Organizations; Reports, House Magazines, Exhibitions, Sponsorship; Advertising: Concept, Types, Steps, Campaigns, Methods and Techniques, Agencies, Constitutional and Legal Restraints

Recommended Book(S)

Boone, E. Lewis, Kurtz David I. and Block R. Judy, Contemporary Business Communication, Prentice Hall Inc.
Dennis, Everette E. and Merrill, John C., Basic Issues in Mass Communication, Mac Millan
Diwan, Parag and Aggarwal, Business Communication, Excel Books
Jitendra, M.D., Organisational Communication, Rajat Publications
Myers and Myers, Managing by Communication, McGraw Hill
Porter, W., Communication Within Industry, Harper and Row

MBA (HR) 045 QUALITY CONTROL & DEVELOPMENT

Objective: To promote application of quality control measures to enhance profitability and competitiveness.

Course Outline

UNIT - I

Quality Control and Development: Concept, Significance, Objectives, Methods and Techniques

UNIT-II

Stages in Companywide Quality Control, Control Chart. PERT, CPM, Companywide, Quality Improvement

UNIT - III

Quality Circle: Concept, Objectives, Significance, Evolution, Structure and Functioning, Problems

UNIT-IV

Taguchi Method, Demming's 14 Points, Grosiby's Approaches, Juran's Approaches, Indian Standards: ISO 9000, Quality Function Deployment

Recommended book(s):

Berger, Roger W. and Shores, David I., Quality, Circles: Selected Readings, Marcel Dekker
Dale, Barrie and Cooper, Cary, L., Human Resources and Total Quality, Beacon Books
Dalela, Suresh and Dalela, Saurabh, ISO 9000. A Manual for Total Quality Management, S. Chand and Company

MBA (HR) 046 PERFORMANCE MANAGEMENT

Objective: To facilitate understanding of issues in performance management for promoting excellence.

Course Outline

Unit I

Performance Appraisal Philosophy: Meaning, objectives and limitations, problems of criteria & performance standards, performance measures, rater's biases, halo effect, error of central tendency, appraisal system in big companies, ethic of appraisal.

Unit II

Appraisal Techniques: Past oriented appraisal methods & rating scale, check lists, force field method, critical incident method, behaviourally anchored rating scales, field review method, performance test and observations, comparative evaluation approaches, ranking method, point allocation method, paired comparisons, future oriented appraisal methods & self appraisal, management by objectives, psychological appraisals, assessment centres.

Managerial Appraisal: Management functions and evaluation; factors assessed & potential rating, performance rating, leadership rating.

Unit III

Employees Appraisal: Skill and efficiency rating, competency rating, career rating; organisation growth and performance evaluation; feedback for human resource functions.

Unit IV

System and Process of Controlling: Importance of critical control points and standards; feed forward control in human system, performance standards and measurements, management information system & use of computers; Types of managerial controls & organisation control, operation controls, predicative controls, Concurrent controls, historical controls; control techniques; controlling the Human elements, effective of Control on Behaviour, performance & control and decision making; organisation excellence.

Recommended Book(S)

Singh, Nachhattar, Organizational Theory - Performance, Personnel & Policies, Anmol Publishers