

**HUMAN RESOURCE & INDUSTRIAL RELATIONS****SEMESTER I**

- 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

**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, Irwin, 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  
 Robbins, S.P., and Coulter, M., Management, Pearson Education

**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 – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

**Unit II**

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – 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 – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

**Unit IV**

Indian Economic Environment – Features of Indian Economy – 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 – 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 function of financial reporting. Accounting and accounting system, Information perception of different users, measures of return, ethical issues in accounting, basic accounting concepts and conventions, GAAP, Indian accounting standards.

##### **Unit II**

Source documents, classification of accounts, recording, posting of transactions, preparation of trial balance for service and merchandise business, adjustment of accounts, closing of accounts, completing the accounting cycle, measuring business income, financial statements of manufacturing businesses.

##### **Unit III**

Meaning and reporting of assets / liabilities, internal control systems for cash, bank reconciliation, accounting for receivables and inventories, capital and revenue expenditure, depreciation accounting, accounting for liabilities, accounting for share capital, preference share and other long-term liabilities.

##### **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

### **IMS 014 QUANTITATIVE METHODS IN BUSINESS**

**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 Matrices, transpose of a matrix, Identity Matrix, Null matrix, Singular and Non-singular Matrix, Cofactor Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices.

##### **Unit II**

Measures of central tendency – Mean, Mode, Median, Geometric Mean, Harmonic Mean;  
Measures of Dispersion – Range, Quartile Deviation, Mean 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.

##### **Unit IV**

Linear Programming – Extreme point theorem: Graphical solution method – maximization problem, minimisation 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 J K 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 – Text & Cases, by VSP Rao, Excel Books

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

Human Resource Management, by Cynthia Fisher, Shaw – 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.

**Course Outline**

**Unit I**

Historical and scientific perspective on the status of our world today; Crises at the level of individual, family, society and nature; basic requirements for fulfilment of aspirations of every human being, right understanding, relationships and physical facilities in that order. Managing relationships between I and body, family, society, nature and existence.

**Unit II**

Cultural history of India; Essentials of Indian Ethos; Values in the cultural tradition on India; Human values in management.

**Unit III**

India as a matrix society; Indian constitution as one of the sources of Universal Human Values; U.N. declaration on Human Rights and Responsibilities. Astaang yoga and holistic view of life.

**Unit IV**

Ethics in the world of business. Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue and Kautilyan Model of Management. Indian Humanistic and Spiritual approach to management. Education system in Ancient India and modern management.

**Recommended book(s)**

Indian Ethos and Modern Management, by B L Bajpai

The Present Crises of Faith, by S. Radha Krishnan

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

Human Values and Professional Ethics, by R R Gaur and G P Bagaria

Break-free, by Debashish Chatterjee (Penguin)

Teach Yourself Philosophy of Religion, by Mel Thompson

**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 – 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 – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

#### **Recommended book(s)**

A.Koutsoyiannis, Modern Micro Economics  
W.J.Baumol, Economic Theory of Operational Analysis  
P. Samuelson, Micro Economics  
M.Adhikari, Managerial: Economics  
Cambell R.Mc Counell, Economics  
H.L.Ahiya, Advanced Economics  
M.L.Jhingan, Micro Economics

**SEMESTER II**

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

**IMS 021 INTERNATIONAL BUSINESS**

**Objective:** To expose the students to the challenges faced and strategies adopted when conducting international business.

**Course Outline****Unit I**

**Introduction to International Business.** Nature, scope and challenges in international business, alternative strategies, difference between internal and domestic business, pre-requisites for success in international business. Theories of international trade, balance of payment and foreign exchange.

**Government Role.** Government Influence on international business, role of government market protection and barriers, Tariff barriers, quantitative restrictions, and non tariff barriers, generalised system of preference, export assistance, state trading and trade policy, institutional infrastructure.

**Unit II**

**Economic Institutions .** WTO, UNCTAD, IBRD, IFM, European Union, NAFTA etc. regional economic integration and strategic implications.

**Unit III**

**World Market Analysis .** International business research and its problems, socio-economic, geographic, business customs and legal factors, international business environmental influence on purchase behaviour, marketing strategies relating to products, channels of distribution, pricing and promotion in the area of International Business, EURO.

**Unit IV**

**India's Foreign Trade .** Recent trends in India's Foreign Trade, international set-up for export, financial role of export – house and export promotion agencies, risk in foreign trade, export procedures and documentation, India's trade and payment agreements.

**Recommended book(s)**

Charles W L Hill. & Arun Kumar Jain, International Business: competing in the global market place, Mc Graw-Hill

John D. Daniels Lee H Radebaugh, International Business: Environments and Operations Addison Wesley.

Justin Paul, International Business, Prentice Hall of India

Oded Shenkar Yadong Luo, International Business – John Wiley & Co.

Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, PHI

Alan M. Rugman and Richard M.Hodgetts, International Business by Pearson Education.

**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, 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 – 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, E-commerce, 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, routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

**Unit II**

Manufacturing processes, routing, scheduling and assembly line balancing, Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis.

**Unit III**

Productivity – definition and concept, factors affecting productivity, 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, 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.

**IMS 026 RESEARCH METHODOLOGY**

**Objective:** To equip the students with the basic understanding of methods of conducting research and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

**Course Outline**

**Unit I**

Nature and Scope of Research Methodology; Problem formulation and Statement of Research Objectives; Values and Cost of Information- Bayesian Decision Theory; Organisation Structure of research: Research Process; Research Designs-Exploratory, Descriptive and Experimental Research Design;

**Unit II**

Methods of data Collection – Observational and Survey methods Questionnaire Design; Attitude Measurement Techniques; Motivational research techniques; Administration of Surveys; Sample Design Selecting an Appropriate Statistical Techniques.

**Unit III**

Field Work and Tabulation of Data; Analysis of Data; use of SPSS and other Statistical Software Packages.

**Unit IV**

Advanced Techniques for Data Analysis – ANOVA, Discriminate Analysis, factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering methods; Research Applications.

**Recommended book(s)**

Research Methodology, by C R Kothari, Vishwa Prakashan  
 Business Research Methods, by William G Zikmund, Thomson.  
 Research Methods, by William M C Trochim, Biztantra.  
 Marketing Research, by A Parasuraman, Dhruv Grewal, Biztantra  
 Methodology of Research in Social Sciences, by O R Krishnaswami, M Ranganatham, HPH.

**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  
 Maclver, 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's 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



**SEMESTER III**

IMS 031	STRATEGIC MANAGEMENT - I
IMS 032	BUSINESS LAWS
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

**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: Process of Strategic Choice, Corporate-level and business-level Strategic Analysis.; Routes to Competitive advantage

**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH  
Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra  
Business Policy, by Azhar Kazmi

**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

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

### 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; Managing of Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

##### Unit II:

Organisational values and their Impact on Strategy: Power Games amongst Competing Players, Behavioural Implementation, Functional and Operational Implementation.

##### Unit III:

Chief Executive and Board: Work of Top Management: Turnaround Management; Management of Strategic Change, Strategy Evaluation and Control

##### Unit IV:

Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

#### Recommended book(s)

Strategic Management Concepts & Cases, by Fred R. David, Pearson Education/PHI.

Strategic Management Building & Sustaining Competitive Advantage, by Pitts & Lei, Thomson South Western

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

### 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