



NIMS UNIVERSITY

SYLLABUS

OF

MASTER OF BUSINESS ADMINISTRATION-
MBA (HUMAN RESOURCE MANAGEMENT)

VERSION 1.2

DIRECTORATE OF DISTANCE EDUCATION

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

MASTER OF BUSINESS ADMINISTRATION – MBA (HUMAN RESOURCE MANAGEMENT)

Eligibility	:	Graduate
Programme Duration	:	2 Years
Programme Objectives	:	<p>It aims to provide young graduates an opportunity to develop management skills and to compete successfully in the global business environment. The curriculum has been designed to lay a strong foundation for logical and analytical skills of the students. It is also concerned with the problems related to people such as training, employing, workers benefits, compensation, organization development, safety, administration, workers motivation and performance management. The programme provides an intensive, stimulating and challenging learning experience in the management discipline. The curriculum covers all the important areas of management which may be expected from a working manager.</p>
Job Prospects	:	<p>The successful completion of the programme will enable executives to assume a strategic role in their organisation. In turn, the organisations benefit from the constructive and creative inputs given by our successful programme holders. In addition, the integrated nature of the programme allows a holistic appreciation of business, which is critical to the achievement of a sustainable competitive position in today's ever-changing business environment. The students conduct self-study at their own pace and have the opportunity to specialise in subjects of professional relevance. The programme through distance education is a viable and flexible route to well-accepted management qualification.</p>

YEAR I

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

YEAR II

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

DETAILED SYLLABUS

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

YEAR I

PRINCIPLES & PRACTICES OF MANAGEMENT – MGT16101

UNIT	CONTENTS
1	<p>Introduction of Management: Managers & Management responsibilities, Styles & Managerial Roles, What is management, Characteristic of Management, Importance of Management, Administration VS Management, History of Management, Classical School, Frederick Taylor (1856-1915), Administrative Management, Social System Approach, Hawthorne Experiments, Excellent Companies Approach/7-S Framework.</p>
2	<p>Managers & Management Responsibilities Styles: Types of Managers on Basis of style, Managerial Skills, Qualities of Manager, Management Responsibility.</p> <p>Managerial Roles- Managerial role according to Henry Mintzeberg, Responsibility of a manager in an organization, Management functions.</p> <p>Planning and Management by objective- Meaning and Definition of Planning, Nature/Features of Planning, Objective of Planning, Importance of Planning, Levels of Planning, Planning Process, Six P's of Planning, Types of Plans, Types of planning, Advantages of Planning, Limitations of Planning, Management by Objectives, Nature of Management by Objectives, Process of MBO, Features of Management by Objectives MBO, Benefits of MBO, Weaknesses of Management by Objectives.</p>
3	<p>Business Forecasting: Introduction to Business Forecasting, Meaning and Definition of Forecasting, Objectives of Forecasting in Business, Characteristics of Business Forecasting, Importance of Forecasting, Essential Elements of Business Forecasting, Utility/Advantages of Business Forecasting, Forecasting Process, Quantitative Techniques/Forecasting Models, Choice of a Methods of Forecasting, Economic Rhythm Theory, Model of Business Forecasting, Limitations of Business Forecasting, Factors affecting Forecasting, Comparison of Planning and Forecasting.</p> <p>Organization- Introduction to Organization, Development, Meaning and Nature of Organization, Steps in Organization. Importance of Organization, Principles of Organization, Formal Organization, Distinction between Formal and Informal Organization, Organization Structure, Meaning of Organization Structure, Importance of Structure, Organization Structure and Role of Culture, Forms of Organizational Structure, Information in the Organization Chart, Presentation of Organization Charts, Determination of Structure, Impact of Span of Control on Organization Structure.</p>
4	<p>Decision Making: Introduction to Decision Making, What is Decision Making? Characteristics of Managerial Decision Making, Types of Managerial Decisions, The Components of Decision making, The Effects of Quantity on Decision Making, Approaches to Decision Making, Decision Making Strategies, Decision Making is a Recursive Process, Kinds of Decisions, Decision making Models, Decision-Making Techniques.</p>
5	<p>Delegation of Authority: Meaning of delegation, Difference Between Power & Authority, Limits of Authority, Responsibility, Authority and Responsibility, Kinds of Responsibility, Accountability, Features of Delegations of Authority, Advantages of Delegation, Centralization and Decentralization, Characteristics of Decentralization, Degree of Decentralization, Disadvantages of Decentralizations, Characteristics of Centralizations, Need and Importance of Centralization, Centralization Vs Decentralization.</p> <p>Communication- Meaning and Nature of Communication, Functions of Communication, Principles of Effective Communication, Importance and Purpose of Communication, Types</p>

	of Communication, Channels of Communication, Barriers to Communication.
6	<p>Leadership: Concept of Leadership, Leadership Versus Management, Importance of Leadership, Functions of Leadership, Leadership Traits, Approaches to Leadership, Traits Theory, Behaviouristic Theory, The Managerial Grid, Hersey and Blanchard's Situational Model, Transformational Leadership.</p> <p>Coordinating- Coordination, Meaning of Co-ordination, Nature/Characteristics of Co-ordination, Need/Importance of Co-ordination, Types of Co-ordination, Coordination and Cooperation, Principles of Co-ordination, Techniques of Co-ordination.</p>
7	<p>Direction and Motivation: Meaning & Definitions of Directing, Characteristics/Nature of Direction, Motivation, Importance of Direction, Concept of Motivation, Elements of Motivation, Features of Motivation, Need and Importance of Motivation, Aims or Objectives of Motivation, Types of Motivation Technique, Motivation Factors, Motivational Theories, Two-Factor Theory-Herzberg's Two Factor Theory, Expectancy Theory, McClelland's Theory of Needs, Theory of "X" and Theory of "Y", Goal Setting Theory, Equity Theory.</p> <p>Control- Meaning & Definitions of Controlling, Control Process, Nature of Control/Characteristics of Control, Importance of Controlling, Limitation of Controlling, Principles of Effective Control Systems, Necessity of Control, Objective of Control, Elements of Control, Types of Controls, Qualities of Effective Control System, Budgeting or Budgetary Control, Characteristics of Budgetary Control, Objectives of Budgetary Control, Advantage of Budgetary Control, Limitations of Budgetary Control.</p>

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Ricky W. Griffin - Management - Eighth Edition, 2005, Biztantra
- B. Stephen P Robbins et al - Fundamentals of Management-, Pearson Publications, Fifth edition
- C. Harold Koontz, Heinz \ Wehrich - Management - A Global and Entrepreneurial Perspective - TMH 12th edition, 2008.
- D. V. S. P. Rao - Management-Concepts and Cases- Excel Books

ORGANIZATION BEHAVIOR – OBM16101

UNIT	CONTENTS
1	Introduction of Organization Behaviour: Concept of Organization, Understanding Human Behavior, Organizational Adaptation, Goals of Organizational Behaviour, Contributing Fields/Disciplines towards the Development of Organizational Behaviour, Responding to Globalization, Managing Workforce Diversity, Responding to the Labor Shortage, Improving Customer Service and People Skills, Empowering People, Stimulating Innovation and Change, Helping Employees Balance Work-life Conflicts, Models of Organizational Behaviour.
2	Foundations of Individual Behaviour: Concept of Behaviour, Foundations of Individual Behaviour, Personality, Perception, Factors influencing Perception, Characteristics of the Perceiver, Values and Attitudes, Motivation, Frederick Herzberg's Motivation-Hygiene Theory, Motivating Employees in Organizations, Motivational Tools, Special Issues in Motivation, Job Satisfaction.
3	Emotional Intelligence: Emotion, Theories of Emotion, Certain Issues, Concept of Emotional Intelligence, Models of Emotional Intelligence, Ability Models, Mixed Models, Bar-on-model of Emotional Social Intelligence(ESI), Trait EI Model.
4	Foundations of Group Behaviour: Introduction and Meaning of Group, Features of a

	Group, Group Dynamics, Group Formation, Group Structure, Group Roles, Group Norms, Obstacles to Group Productivity, Group Processes, Group Decision Making, Group Decision Making Methods.
5	Power, Politics and Employee Empowerment- Introduction to Power and Politics, Characteristics of Power, Importance of Power, Power and Authority, Sources of Power / Bases of Power, Personal Power, Individual and Inter-Group Tactics, Inter-Group Power Tactics, Organizational Politics, Individual Factors, Organizational Factors, Handling Organization politics, Empowerment.
6	Interpersonal Communication: Meaning of Communication, Nature of Communication, Principles of Effective Communication, Process of Communication, Importance and Purpose of Communication, Channels of Communication, Types of Communication Channels, Advantages of Formal Communication, Informal Communication Channels, Disadvantages of Informal Communication, Choice of Communication Channel.
7	Leadership: Concept of Leadership, Leadership Versus Management, Importance of Leadership, Nature /Characteristics of Leadership, Functions of Leaders, Leadership Style, Approaches to Leadership, Traits Theory, Behaviouristic Theory, Contingency Theories, The Path Goal Theory, Transformational Leadership.
8	Organizational Conflict: Concept of Organizational Conflict, Nature of Conflict, Views of Conflict, Sources of Conflict, Issues involved in Conflict, Outcomes of Conflicts, Functional versus Dysfunctional Conflict, Types of Conflict, The Conflict Process, Resolution of Conflict, Negotiation and Inter Group Behavior, Negotiation Process, Issues in the Negotiation Process, Factors that affect Intergroup Relations.
9	Organizational Change: Nature of Organizational Change, Barriers to Change, Process of Organizational Change, Culture and Change, Characteristics of Organizational Culture, Changing the Organizational Culture, Steps in Organizational Culture Change, Managing Resistance to Change, Organizational Resistance, Strategies for Overcoming Resistance to Change / Managing Resistance, Effective Implementation of Change, Implementing Change Process.
10	Organization Development: Introduction to Organization Development, Definitions of Organization Development, History of Organizational Development, Importance of Organizational Development, Problem and Contingencies, Who is an OD Professional? Organizational Development Process, Organizational Development Intervention, Nature of Organizational Intervention, Classification of Organizational Interventions, Characteristics of an Effective Team, Problems in Effective Team Building, Benefits of Roll Analysis Techniques, Process of Role Analysis Technique, Socio Technical Systems.
11	Stress Management: Types of Stress, The General Adaptation Syndrome (GAS), Types of Stress, Potential Source of Stress, Internal Stimuli for Stress, Environmental Stressors, Consequences of Stress, Stress Management, A Suggested Framework for Stress Management, Crisis Management.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Stephen P Robbins, Timothy A. Judge, Seema Sanghi - Organizational Behavior - Pearson Education, 12th Edition
- B. L Mc Shane, Mary Ann Von Gilnow and Radha R Sharma - Organization Behavior-Steven, TMH, 3rd Edition, 2006

BUSINESS ACCOUNTING & FINANCIAL MANAGEMENT –
ACT16101

UNIT	CONTENTS
1	<p>ABC of Accounting: Need for Accounting, Meaning of Accounting, Features of Accounting, Accounting Cycle or Process, Objectives of Accounting, Accounting Information, Advantages of Accounting, Limitation of Accounting, Accounting as an Information System, Branches of Accounting, Book Keeping Vs. Accounting, Important Terms of Accounting.</p> <p>Accounting Concepts- Introduction to Accounting Concepts, Accounting Principles, Accounting Conventions, Accounting Standards, Accounting Equation, Rules of Debit and Credit- Journal & Ledger, Mechanics of an Account, Classification of Accounts, Significance of Debit and Credit in Accounts.</p>
2	<p>Journal: Steps for Journalising, Rules of Journalising, Compound Journal Entry, Entries of Discount, Transactions regarding Bad Debts.</p> <p>Cash Book- Introduction to Cash Book, Types of Cash Book, Balancing of Cash Book, Balancing the Three-Column Cash Book, Cheques Received, Petty Cash Book, Imprest System of Petty Cash Book, Posting.</p> <p>Subsidiary Books- Introduction to Subsidiary Books, Special Purpose of Subsidiary Books, Special Journals, Sales Book, Purchases Book, Purchases Return Book, Sales Return Book, Bills Payable Book, Bills Receivable Book, Journal Proper.</p> <p>Ledger- Introduction to Ledger, Relation between Journal and Ledger, Rules for Posting Transactions, Balancing the Account.</p>
3	<p>Trial Balance – Errors and their Rectification: Introduction to Trial balance, Main Characteristics and uses of a Trial Balance, Function of a Trial Balance, Preparation of Trial Balance, Limitation of a Trial Balance, Errors, Reasons for Disagreement of a Trial Balance, Errors Disclosed by Trial Balance, Types of Errors, Steps to locate the Errors, Effect of Errors on Trial Balance, Rectification of Errors, Suspense Account.</p> <p>Time Value of Money- An Introduction to Time Value of Money, Present Value Basics (Single Cash Flow), Future Value & Present Value of an Annuity.</p>
4	<p>Financial Statements: Introduction to Financial Statements, Users of Financial Statement, Income Statement, Trading Account, Profit & Loss account, Preparation of Trading Account, Preparation of Profit & Loss Account, Statement of Financial Status (Balance Sheet), Points to be noted for Preparation of Final Accounts, Limitation of Final Statements/Final Accounts, Adjustments.</p>
5	<p>Introduction of Financial Management: Introduction to Finance & Financial Management, Objectives of Financial Management, Nature of Financial Management, Function of Financial Management/Financial Manager, Scope of Financial Management, The Fundamental Principle of Finance, Emerging Role of the Financial Managers in India, Functions of Financial Manager, Function of Treasurer, Functions of Controller, Financial Decisions, Nature of Financial Decisions, Financial Instruments/Assets, Sources of Finance.</p>
6	<p>Financial Analysis: Introduction to Financial Analysis, Measuring the Profitability, Parties Interested, Nature of Financial Analysis, Limitations of Financial Analysis, Ratio Analysis, Types of Ratios, Funds Flow Statement, Cash Flow Statement, Objective of Cash Flow Statement, Limitations of Cash Flow Statement, Cost Volume Profit (CVP) Analysis.</p>

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. R.L.Gupta and Radhaswamy - Advanced Accountancy
- B. Khan and Jain - Management Accounting
- C. Maheswari & Maheswari - Accounting For Managers – Vikas Publishing house (P) Ltd.
- D. Financial Statement Analysis – Wild – Tomson Cengage Learning Ltd.

BUSINESS ENVIRONMENT– MGT16102

UNIT	CONTENTS
1	<p>Introduction to Business Environment: Meaning of Environment, Meaning and Definition of Business Environment, Nature of Business Environment, Scope of the Business Environment, Types of Business Environment, Internal Environment, Essentials of Internal Environment, External Environment, Relation between Internal and External Environment, Interaction Matrix of Different Environmental Factors, Interaction Matrix, Importance of Business Environment.</p> <p>Political, Socio-cultural & Legal Environment- Meaning of Political Environment, Political System, Types of Political Systems, Relation between Business and Government of India, Government's Responsibilities towards Business, Meaning of Socio-Cultural Environment, Impact of the Socio-Cultural Environment on Business, Overview of Legal Environment, Monopolies and Restrictive Trade Practices (MRTP) Act, Foreign Exchange Regulation Act (FERA), Foreign Exchange Management Act (FEMA) 1999, Securities and Exchange Board of India (SEBI), Consumer Protection Act 1986.</p>
2	<p>Technological & Global Environment: Features of Technological Environment, Factors for the choice of Technology, Overview to Global Environment, Nature of Global Environment, Trends in World Trade and Economic Growth, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), Environmental Scanning, Nature / Characteristics of Environmental Scanning, Approaches to Environmental Scanning, Sources of Information for Environmental Scanning, Factors affecting Environmental Appraisal, Process of Environment Scanning, Importance of Environmental Scanning, Role of Environment Scanning in Organizations, Techniques of Environmental Analysis, SWOT Analysis, Environmental Threat and Opportunity Profile (ETOP) Study.</p>
3	<p>Macro-Economic policies and Industrial Policy: Meaning and Definition of Macro-Economic Policy and Industrial Policy, Need and Advent of Macro-Economic Policies, Objectives of Macro-Economic Policies, Introduction to Industrial Policy, Objectives / Rationale of Industrial Policy, Measures of Industrial Policy, Need and Importance of Industrial Policy, Industrial Policy of the Post 1991, Objectives of 1991 Policy, Industrial Policy of 1991 and Recent Development, Merits of the 1991 Policy Statement, Limitations of 1991 Policy.</p>
4	<p>Monetary and Fiscal Policy: Scope of Monetary Policy in Underdeveloped Countries, Role of Monetary Policy in a Developing Economy, Scope of Monetary Policy in Underdeveloped Countries, Limitations of Monetary Policy in Developing Countries, General (Quantitative) Methods, Limitations of Open Market Operation, Limitations of Variable Reserve Ratio, Objectives of the LAF, Limitations of Selective Credit Control, Characteristics of Fiscal Policy of India, Elements of Fiscal Policy, Advantages of Fiscal Policy, Suggestions for Reforms in Fiscal policy.</p> <p>Economic Reforms- Recent Developments in Indian Economy, The Bright Side of Globalization, The Dark Side of Globalization, To make Globalization Work, Competition Law in India – An Overview, Competition Act, Competition Commission, Anti-competitive Agreement, Abuse of Dominant Position, Merger Control Regulations.</p>
5	<p>Budget and Tax System in India: Meaning and Definition of Budget, Structure of Budget, Importance of Budget, Features of Budget 2010-2011, Direct Taxes, Demerits of Direct Taxes, Indirect Taxes, Merits of Indirect Taxes, Demerits of Indirect Taxes, Difference between Direct and Indirect Taxes, State Revenue, Distribution of Revenues between Union and States, Constitution of Finance Commission.</p> <p>Trade Policy and Disinvestment- Objectives of EXIM Policy, Recent Foreign Trade / EXIM Policies, Disinvestment, Meaning of Disinvestment, Objectives of Disinvestment, Privatization / Disinvestment in India, Process of Disinvestment, Methods of Disinvestment, Disinvestment in Indian Public Sector Units Since 1991, Progress of Disinvestment, Present Disinvestment Policy, Basic Problems in Disinvestment.</p>

	<p>Development, Traditional Approach, Economic Factors in Economic Development, Non-Economic Factors in Economic Development, Obstacles to Economic Development, India as a Developing Economy, Interdependence of Various Sectors, Tertiary Sector in India, Reasons for the Growth of Service Sector, Growth of Service Sector in India, Major Issues of Development of Indian Economy, Features/Characteristics of Business Cycle, Classification of Business Cycle, Phases of Business Cycles, Measures to Control Business Cycles.</p> <p>Foreign Direct Investment in India- Introduction to Foreign Direct Investment in India, The Economic and Political Environment, The Human Cultural Environment, Influence on Trade and Investment Patterns, Focus on International Investment, Management of Finance by MNCS, International Business Modes , Trade Mode, Contractual Entry Modes, Foreign Investment, FDI Compared with Trade, FDI Compared with Contractual Entry Mode, Greenfield Investment (GI) Versus M&As.</p>
6	<p>Small Scale Enterprises: Meaning and Concept of Small Scale Industry, Definition of Small Scale Industry, Types of Small Scale Industries found in India, Problems faced by Small Scale Industries in India, Advantages of Small Scale Industries.</p> <p>International Trade- Introduction to International Trade, International Political Environment, Political Interventions, Political and Residual Risks in International Business, Legal Outlook on International Business, Overview of EXIM Policy, Evolution of EXIM Policy, Major Issues in the New Export-Import Policy, Redeeming Features of the Policy, Duty Exemption Scheme, EOU/EPZ Scheme, Special Provision for Farm Sector, Other Export Inducing Measures, Import Liberalization, Simplification of EXIM Procedures, Some Essential Export Push Measures.</p>

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. S K Misra, V. K. Puri - Economic Environment of Business– Himalaya publishing house.
- B. Government of India Economic Survey Report & Union Budget
- C. Justin Paul - Business Environment Text and Cases, 2nd edition, McGraw – Hill Companies
- D. K P M Sundharam and Ruddar Datt - Indian Economy.

MARKETING MANAGEMENT – MRK16101

UNIT	CONTENTS
1	<p>Marketing Management: Introduction to Market Segmentation, Concept of Market, Types of Markets, Concept of Marketing, Corporate Orientation towards the Marketplace, Difference Between Marketing and Selling, The Process of Marketing, Marketing Functions, Marketing Management, The Marketing Environment, Planning, Meaning and Definition of Planning, Nature/Features of Planning, Objective of Planning, Importance of Planning, Levels of Planning, Planning Process, Six P’s of Planning, Types of Plans, Types of Planning, Advantages of Planning, Limitations of Planning, Environmental Scanning, Role of Environment Scanning in Organizations.</p> <p>Market Segmentation, Targeting and Positioning- Meaning of Market Segmentation, Levels of Market Segmentation, Features of NICHE Marketing, Importance of Market Segmentation, Bases for Segmenting the Market, Bases for Segmentation in Industrial Markets, Using Segmentation in Customer Retention, Market Segmentation Procedure, Market Segmentation Strategies, Choosing a Market Coverage Strategy, Requisites of Effective Segmentation, Advantages of Market Segmentation, Limitations of Market Segmentation, Target Marketing, Process of Target Marketing, Targeting Approaches, Product Positioning, Product Differentiation.</p>

2	<p>Product and Product Decisions: Meaning of Product, Levels of Product and Services, Importance of a Product, Product Decisions, Factors Influencing Change in Product Mix, Decisions on a Product-Mix Level, Decision on a Product-Line Level, Decisions about the Tangible/Physical Product, Decision about the Intangible/Augmented Product, Branding, Advantages of Brand, Packaging, Product Services, Product Decisions for Services.</p> <p>Product Life Cycle and New Product Development- Limitations of the Product Life Cycle Theory, Utility of Product Life Cycle, Assumptions of Product Life Cycle, New Product Development, New Product Failure, Types of Market Testing, Organizing New Product Development, Product Life Cycle, Idea Generation, Concept Testing and Development, Total Sales Estimation, Commercialization, Innovative Marketing.</p>
3	<p>Pricing Strategy: Concept of Price, Pricing Objectives, Factors to Consider when Setting Prices/Determinants of Pricing Decisions, Other Factors Influencing Pricing Strategy, Three C'S that affect the Pricing Decisions, Price Determination Process, Basic Pricing Policies, General Pricing Approaches, Cost-based Approach, Pricing Strategies for new Products, Product Mix Pricing Strategies, Price-adjustment Strategies / Price Modification Strategies.</p> <p>Product Promotion- Goals and Task of Promotion, Objective of the Promotional Strategy, Evaluating Advertising, Sales Promotion Objectives, Features of Sales Promotion, Types of Sales Promotion Activities, Major Sales Promotion Tools, Sales Promotion Uses and Limitations of Sales Promotion, Objectives of Personal Selling, Essential Elements of Personal Selling, Qualities of Salesperson Engaged in Personal Selling, Difference between Advertising and Personal Selling, Contributions of Personal Selling to Marketing, Publicity.</p>
4	<p>Marketing Channels: The Importance of Channels, Channel Design, Channel of Distribution, Type of Channel Members, Flow of Marketing Channel, Channel Levels, Types of Distribution Intermediaries, Factors affecting channels of Distribution, Disadvantages of using an Intermediary, Distribution Systems, Selection of Channel, Relationship issues in Channels, Characteristics of Wholesalers, Functions of Wholesaler, Retailing, Functions of Retailers.</p> <p>Logistics Market- Overview, Functions of Logistics, Marketing Logistics- Logistics and Marketing Management are very Highly Interrelated, Importance of Logistic in Business, Objectives of Logistics, Managing the Total Marketing Effort, Ethics in Marketing.</p>
5	<p>Understanding Consumer and Industrial Market: Introduction to Consumer and Industrial Market, Concept of Consumer Behaviour, Black-Box model of Consumer Behaviour, Scope of Consumer Behaviour, Applications of Consumer Behaviour, Need Arousal / Arousal of Motives, Buying Situation, Influences of Industrial Buying Behaviour, Indian Consumer Market, Consumption Pattern, The New Indian Consumer Market Structure, Today's Consumer, Future Trends in Consumer Behaviour.</p> <p>Globalization- Introduction to Globalization, Dimensions of Globalization, Drivers of Globalization, Globalization of Indian Business, Government Policy and Procedures, High Cost of Inputs and Infrastructural Facilities, Resistance to Change, Small Size and Poor Image, Growing Competition and Poor Spend, Non-Tariff Barriers (NTBS), Advantages of Globalization, Disadvantage of Globalization, Strategies for Globalization, Consumerism, Green Marketing and Ethical Issues, Direct Marketing, Use of Direct Marketing, Advantages and Disadvantage of Direct Marketing, Network Marketing, Event Marketing.</p>

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Kumar, Ramesh- Application Exercises in Management, Vikas Publishing House, 2004.
- B. Varshney & Gupta- Marketing Management, Sultan Chand & Sons, 2005.
- C. Kotler & Armstrong- Principles of Marketing Management, Prentice hall India, 2003.
- D. Gandhi, T. C. Marketing- A Managerial Introduction, 2003.
- E. Gupta & Suri- Case Studies in Marketing Mgt., Himalaya Publishing House, 2005.

HUMAN RESOURCE MANAGEMENT– HRM16101

UNIT	CONTENTS
1	<p>Concepts of Human Resource Management: Evolution of the Human Resource Management, Concepts and Perspectives of HRM, Features of HRM, Approaches of HRM, Functions of Human Resource Management, Scope of HRM, Objectives of Human Resource Management, The Changing Nature of HRM Function, HR, HRM & HRD, Human Resource Areas, Communication Policies, Structure of HR Department, HRM in India.</p> <p>Human Resource Planning and Corporate Strategy- Meaning and Definition of Strategy, Human Resource Planning, Objectives of Human Resource Planning, Factors Affecting Human Resource Planning, Steps in Human Resource Planning, HR Planning Process, Uses of HRP, Problems or Limitations in Human Resource Planning, Guidelines for making Human Resource Planning more Effective.</p>
2	<p>Job Analysis: Scope of Job Analysis, Methods of Collecting Job analysis Data, Uses of Job Analysis, Process of Job Analysis, Components of Job Analysis, Importance of Job Analysis, Job Description, Job Specification.</p> <p>Recruitment and Selection- Factors affecting Recruitment, Source of Recruitment or Methods of Recruitment, Factors in a Recruitment Policy, Assessment of the Recruitment Programme, Recent Trends in Selection, Factors affecting Selection Decisions, Recruitment & Selection Policies, Recruitment Practices in India.</p>
3	<p>Orientation and Induction: Socialization, Process of Socialization, Methods of Socialization, Orientation or Induction.</p> <p>Human Resource Training & Development- Rationale for Training in Organizations, Features of Training, Importance of Training, Determining Training needs, Process of Training, Methods of Training, Evaluation of Training Methods, Methods of Evaluation, Organizing the Training Department, Staffing the Training Department, Controlling Training, Human Resource Development Climate in India, Human Resource Development Practices in India Industries- Trends.</p> <p>Career Planning and Success On Planning- Career and Succession Planning, Objectives of Career Planning, Career Planning- The Competency Band Approach, Process of Career Planning and Development, Advantage of Career Planning, Essentials of Effective Career Planning, Succession Planning, Objectives of Succession Planning</p>
4	<p>Performance Appraisal and Potential Evaluation: Meaning of Performance Appraisal, Features of Performance Appraisal, Process of Performance Appraisal, Types of Appraisal Methods, Use of Appraisal Data, Requirements of a Good Appraisal System, Pitfalls of Performance Appraisal, Constraints of Performance Appraisal, Features of Potential Appraisal, Indicators of Potential/Qualities, Distinction between Performance and Potential.</p> <p>Job Evaluation and Compensation Management- Job Evaluation, Concept of Job Evaluation, Principles of Job Evaluation, Job Evaluation Methods, Prerequisites of Job-Evaluation Programme, Introduction to Competency, Compensation Management, Components of Compensation and Rewards, Wage & Salary Administration, Functions of Wage and Salary Committee, Difference between Wage and Salary, Advantage of Wage and Salary Administration, Managing Wages, Designing and Administering Compensation.</p>
5	<p>Industrial Relations: Scope of Industrial Relations, Measures to Improve Industrial Relations, Causes of Industrial Disputes, Weapons of Management, Trade Unions and Participative Management, Definition of Trade Union, Objectives of Trade Unions, Principles of Trade Unions, Criticism of Trade Unions by the Employers, Suggestions for the Development of Such Unions, Participative Management, Employee Discipline, Essential of a Grievance Procedure, Employee Empowerment.</p> <p>Employee/Labour Welfare- Meaning and Definition of Employee Welfare, Basic Features of Labour Welfare, Approaches to Labour Welfare, Objectives of Labour Welfare, Principles of Labour Welfare, Types of Labour Welfare, Benefits of Labour Welfare, Scope of Labour Welfare, Importance/Need of Labour Welfare, Labour Welfare in India, Agencies</p>

	in Labour Welfare in India.
6	Human Resource Audit (HRA): Audit, Concepts of HRD Audit, Methodology of HRD Audit, Need and Purpose of Formal HRA, Purpose of HR Audit, Essential Steps in Process of HRA, Role of HRD Audit in Business Improvements, Preparation for the Audit, HRD Audit Failures, Human Resource Information System, Valuation of Human Resources, Total Quality Management.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Chhabra, T. N-Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
- B. Aswathappa, K.-Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
- C. Flippo, Edwin B.-Personnel Management, Tata McGraw Hill.
- D. D’Cenzo, David A & Stephen P. Robbin- Personnel Human Resource Management, Prentice Hall of India.

QUANTITATIVE TECHNIQUES IN MANAGEMENT– MTH16101

UNIT	CONTENTS
1	Basic Statistics and Introduction of Operation Research: Introduction to Basic Statistics and Introduction of Operation Research, Meaning and Definition of Statistics, Kinds or Branches of Statistics, Characteristics of Statistics, Functions or uses of Statistics, Importance of Statistics in Different Fields, Limitations of Statistics, Classification of Data, Bases of Classification, Types of Classification, Collection of Statistical Data, Purpose of Data Collection, Methods of Collecting Primary Data, Methods of Collecting Secondary Data, Difference Between Primary and Secondary Data, Frequency Distribution, Open-end Classes, Introduction of OR, Classification of OR models.
2	Meaning and Definition of Statistical Average: Introduction to Statistical Average, Measures of Central Tendencies, Mean, Arithmetic Mean, Weighted Arithmetic Mean, Merits and Demerits of Arithmetic Mean Merits, Geometric Mean, Harmonic Mean, Concept of Mode, Median, Quartiles, Deciles, Percentiles.
3	Introduction to Measure of Variation or Dispersion: Dispersion, Measures of Dispersion, Relative Measure of Dispersion, Range and Coefficient of Range, The Range, Coefficient of Range, Quartile Deviation, The Mean Deviation, Standard Deviation, Coefficient of Standard Deviation, Coefficient of Variation, The Variance, Sheppard Corrections, Combined Variance, Skewness.
4	Sampling: Introduction to Sampling, Sample Design, Index Numbers, Construct Price Index Numbers: Chain Base Method, Selection of the Suitable Average, Simple Aggregative Method, Wholesale Price Index Numbers, Aggregate Expenditure Method, Correlation, Correlation Coefficient, Methods of Studying Correlation, Rank Correlation Coefficient (Spearman’s), Method of Concurrent Deviations.
5	Introduction of Management Science: Introduction to Management Science, Management Science and Operations Research, Typical Applications of Management Science, Approach, Techniques and Tools to Management Science, Limitations of Management Science, Types of Models, Management Science & Decision Making.
6	Linear Programming: Introduction to Linear Programming, Characteristics of Linear Programming, Assumptions in Linear Programming, Formulation of a Linear Programming Problem, LP’s in “Standard Form”, Simplex Algorithm, Big M Method.

7	Introduction of Inventory: Importance of Inventory, Objectives of Inventory, Functions of Inventory, Classifications of Inventory, Factors Affecting Inventory, Queuing Theory, Characteristics of a Queuing Model, Game Theory, Saddle Points, Dominance, Mixed Strategies: Games without Saddle Points, Exploiting an Opponent's Mistakes, Simulation-an Introduction, Reasons for Using Simulation, Limitations of Simulation, Steps in the Simulation, Computer Simulation, Project Management Techniques.
8	CPM and PERT: Introduction to CPM and PERT, CPM - Critical Path Method, Steps in CPM Project Planning, CPM Benefits, CPM Limitations, PERT, The Network Diagram, Steps in the PERT Planning Process, Benefits of PERT.
9	Transportation and Assignment Problems: Transportation Problem, Basic Feasible Solution of a Transportation Problem, Example for Solution of Transportation Problem, Modified Distribution (MODI) Method, Stepping Stone Method, Unbalanced Transportation Problem, Degeneracy in Transportation Problem, Transshipment Problem, Maximization in a Transportation Problem, Assignment Problem, Solution of an Assignment Problem, Unbalanced Assignment Problem, Infeasible Assignments Problem, Maximization in an Assignment Problem.
10	Dynamic Programming: Introduction to Dynamic Programming, Methodology of DP Applications of DP, Introduction to Non-linear Programming, Solution of a Non-linear Programming Problem, Convex and Concave Function, Kuhn Tucker Conditions for Constrained Optimisation, Quadratic Programming.
11	Sensitivity Analysis: Introduction to Sensitivity Analysis, Some IP Formulation Techniques, Unimodularity, Cutting Plane Method, Branch and Bound Method, Goal Programming- An Introduction, Concepts of Goal Programming, Goal Programming Model Formulation, Graphical Method of Goal Programming, The Simplex Method of Goal Programming, Application Area of Goal Programming, Decision Theory, Decision Trees.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Sharma, J. K.- Operations Research: problems & solutions; Macmillan India Ltd., 2004(2nd edition)
- B. Kothari- Quantitative Techniques in Management.
- C. Srivastava, U. K.; Shenoy, G. V. and Sharma, S. C.- Quantitative Techniques for managerial Decisions; New Age International Pvt. Ltd., (2002) 2nd edition

EXECUTIVE COMMUNICATION AND RESEARCH
METHODOLOGY – MGT16103

UNIT	CONTENTS
1	Communication : Meaning and Nature: Introduction of Communication, General Communication and Organizational Communication, Nature of Communication, Functions of Communication, Principles of Effective Communication, Importance and Purpose of Communication, Types of Communication, Process of Communication, Channels of Communication.
2	Models of Communication Process: Introduction to Models of Communication Process, Aristotle Model of Communication, The Transmission Model, Schramm's Model of the Communication Process, Malfunctions of Communication (Barriers to Communication), Patterns of Communication, Types of Communication Medium, Push or Pull, Verbal Communication, Oral and Written Communication, 7 C's off Effective Communication (With respect to Written Communication), Non-Verbal Communication, Functions of Nonverbal Communication.

3	Business correspondence : Principles of Clear Business Writings: Introduction to Business Correspondence, Business Correspondence : Principles of Clear Business Writings, Types of Business Correspondence, Objectives of Business Correspondence, Importance of Business Correspondence, Principles of Clear Business Writing, Essential Qualities of a Good Business Letter / Correspondence, Planning the Business Letter, Parts of a Business Letter, Type of Business Letters, Business Enquiry Letter, Some Other Types of Letters.
4	Meetings, Memos, Notices and Circulars: Introduction to Meetings, Memos, Notices and Circulars, Meetings, Memos, Notices and Circulars, Types of Company Meeting, Extraordinary General Meeting on Requisition, Voting and Demand for Poll, Motion, Amendment, Kinds of Resolutions, Circulation of Member's Resolution, Adjournment, Postponement, Dissolution, Essentials/Procedures of a Valid Meeting, Agenda, Memos, General Format, Writing Circulars.
5	Reports and Its Types: Introduction to Reports and Its Types, Types of Reports, Techniques of Report Writing, Stage I : Preparation of Report, Stage II : Arrangement of Report, Stage III : Writing of Report, Stage IV : Revision of Report, Length of a Written Report, Public Speaking and Oral Reporting.
6	Communication for Employment – Part A: Introduction, Job Application, Resume, Tips for Preparing Effective Resumes, Types of Resumes, Preparing your Resume, Essentials of Good Resume Presentation, Tools of Good Resume Presentation, Tools of Effective Presentation, Techniques for Great Presentations, Types of Presentations, Body Language.
7	Communication for Employment – Part B: Introduction, Interview, Types of Interviews, Process of Interview, Interview Preparation, Dressing for Job Interview, How to Face Job Interview? Importance of Self Confidence for Successful Interview, Interview Tips for Weaknesses, Group Discussion, Nature and Scope, What is Tested In-group Discussion? What are the Desirable Attitudes in GD? How is the Performance Judged?
8	Case Studies, Role Plays and Improving Comprehension and Listening Skills: Introduction, Case Studies, Case Selection and Structure, How to Analyze a Case Study? Role Playing, Role Play Placement, Comprehension Skills, Improving Reading Comprehension Skills, Listening Skills, Thinking Fast.
9	Concept of Research Methodology: Introduction to Research Methodology, Meaning of Research, Nature of Research, Scope of Research Methodology, Ethics in Business Research, Human Subjects Protection, The Significance of Research in Decision Making, Steps in Research Process.
10	Research Design: Introduction to Research Design, Steps in Planning the Research Design, Types of Research Design, Importance / Utility of Research Design, Steps in the Research Design Process.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. PD Chaturvedi & Mukesh Chaturvedi- Business Communication Concepts Cases and Application — Pearson Education
- B. Herbert W Hilderbrandt- Effective Business Communication, McGraw Hill, 7/e, 1997
- C. Urmila Rai & S M Rai- Business Communication - Himalaya Publishing House
- D. John Mattock-Cross Cultural Communication - Essential Guide to International Business – Kogan Page.

MANAGERIAL ECONOMICS– ECN16101

UNIT	CONTENTS
1	<p>Introduction of Managerial Economics: Introduction, Nature of Managerial Economics, Scope of Managerial Economics, Managerial Economics and other Subjects, Uses of Managerial Economics, Managerial Economist Role and Responsibilities, Role of Managerial Economist, Importance of the study of Managerial Economics, Techniques of Managerial Economics.</p>
2	<p>Demand Analysis: Meaning of Demand, Demand Function, Types of Demand, Factors affecting Demand, Other Factors, Law of Demand, Causes of the application of Law of Demand, Exceptions to Law of Demand, Change in Quantity Demanded & Change in Demand, Determinants of Demand, Elasticity of Demand, Various concepts of Elasticity of Demand, Degrees or Types of Elasticity of Demand, Methods of Measurement of Price Elasticity of Demand, Elasticity Measures, Meaning and Nomenclature, Uses of the Concept of Elasticity of Demand.</p> <p>Demand Forecasting: Concepts of Forecasting, Demand Forecasting, Demand Forecast and Sales Forecast, Components of Demand Forecasting System, Characteristics of Demand Forecasting, Steps of Demand Forecasting, Objectives of Demand Forecast, Simple Survey Method or Qualitative Methods, Complex Statistical Methods or Quantitative Methods, Importance or Demand Forecast, Essential of Good Sales (Demand) Forecasting System, Factors Effecting Sales (Demand) Forecasting, Limitations of Sales (Demand) Forecasting.</p> <p>Utility Analysis- Concept of Utility, Marginal Utility, Types of Marginal Utility, Utility Analysis, Law of Equi-Marginal Utility (EMU) or Law of Substitution, Assumptions of the Law of Equi-Marginal Utility, Practical Importance of Law of EMU, Law of Diminishing Marginal Utility, Consumer Surplus, Assumptions of Consumer's Surplus, Criticism of the Concept of Consumer's Surplus, Importance of the Concept of Consumer's Surplus, Indifference Curve Analysis, Assumptions Underlying Indifference Curve Approach, Indifference Curve MAP, Properties of Indifference Curves, Changes in Budget Line, Consumer Equilibrium.</p>
3	<p>Supply Analysis: Supply Analysis, Law of Supply, Changes in Supply, Elasticity of Supply, Types of Supply Elasticity, Different Types of Elasticity of Supply, Theory of Production, Production process, Production Function, Laws of Production, Law of Variable Proportions, Economics and Diseconomy of Scale, Properties of Isoquants, ISO-Cost Line or Factor Price Line.</p>
4	<p>Market Structure: Meaning & Definition of Market, Characteristics of Market, Market Structure, Type of Market Structure, Meaning & Definition of Perfect Competition, Meaning & Definition of Pure Competition, Price Determination under Perfect Competition, Monopoly, Oligopoly, Duopoly.</p>
5	<p>Concept of Cost and Revenue: Concept of Cost, Relation Between ATC, AFC & AVC, Relation Between Average Cost & Marginal Cost, Concept of Revenue.</p>
6	<p>National Income: Meaning & Definition of National Income, Circular flow of Income, Concept of National Income, Measurement of National Income, Income Method or Factor Income in the Production Process, Value Added Method, Expenditure Method, Importance of National Income Estimates, Difficulties in the Measurement of National Income, Standard of Living.</p>
7	<p>Indian Economy: Economy of Development, Obstacles to Economic Development, Indian Economy, Meaning of Population, Theories of Population, Criticism, Optimum Theory of Population, Comparison between Malthusian & Optimum Theories, Defects of Optimum Theory, Population of India, Causes of Rapid Growth of Population in India, Types of Unemployment, Budget, Fiscal Deficit.</p>
8	<p>Trade Cycle or Business Cycle: Economics, Business Cycle, Monetary Theories, Causes of Trade Cycle, Control of Trade Cycles, Preventive Measures, Formal Measures, Balance of Payment.</p>

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Seth, M. L.- Principles of Economics, Laxmi Narain Agarwal, Agra
- B. Mithani, D. M.- Fundamentals of Economics, Himalya Publishing House, Mumbai
- C. Mukherjee Debes- Business Economics Micro and Macro, New Central Book Agency, Calcutta

OPERATIONS MANAGEMENT– OPM16101

UNIT	CONTENTS
1	<p>Introduction to Production Management: Introduction to Production Management, Operations Management, Historical Evolution of Production, AND Operations Management, Objectives of Production Management, Scope of Production and Operations Management, Steps of Production Planning and Control, Production Planning, Work Study Meaning and Definition, Advantages of Work Study, Distinction Between Manufacturing Operations and Service Operations.</p> <p>New Product Development: Introduction to New Product Development, The Process, Fuzzy Front End, Service Design, Characteristics of Service Design, New Product Development Strategies, DFSS as an approach to Design, Stage Gate Model, Effective Gating, Advantages and Disadvantages, Opportunity Management, User Centered Design, UCD Models and Approaches.</p>
2	<p>Introduction and Meaning of Material: Introduction of Material, Types of Materials, Materials Management, Material Management Organization, Scope or Functions of Materials Management, Integrated Concept of Materials Management, Objectives of Materials Management, Advantages of Materials Management, Overcoming Materials Management Problems, Functions of Materials Management.</p> <p>Purchasing- Introduction to Purchasing, Objectives of Purchasing, Functions of Purchasing Department, Parameters of Purchasing, Purchasing Procedure, Selection of Suppliers, Special Purchasing Systems, Purchasing Organization, Criteria for Evaluation, Awards and Certification, Benefits.</p>
3	<p>Capacity Planning and Manufacturing Resource Planning: Introduction to Capacity Planning, Manufacturing Resource Planning, Key Functions and Features, Industry Specifics, MRP and MRP II – History and Evolution, MRP and MRP II – General Concepts, Benefits of MRP II, Enterprise Resource Planning, Implementation, Process Preparation, Just in Time.</p> <p>Material Planning (MP) or Material Requirement Planning (MRP) and Budgeting- Material Planning Functions and Objective, Techniques of Material Planning, Scope of Materials Planning in Manufacturing, Problems with MRP Systems, Stores Management, Functions of Stores, Codification, Characteristics of Good Coding System, Standardization.</p>
4	<p>Inventory Management: Introduction to Inventory Management, What is Inventory Management? Business Inventory, Types of Inventory, Principle of Inventory Proportionality, Distressed Inventory, Inventory Credit, Inventory Investment, Intended and Unintended Inventory Investment, Inventory Investment over Business Cycles, Inventory Management Software’s, Manufacturing Uses / Applications.</p> <p>Total Quality Management- Introduction to Total Quality Management, The Eight Elements of TQM, Bricks, Binding Mortar, Roof, Principles of TQM, The Cost of TQM, Statistical Quality Control, Descriptive Statistics, Acceptance Sampling for Attributes, Types of Control Systems, Six Sigma, DMAIC, DMADV or DFSS, Quality Management Tools and Methods used in Six Sigma.</p> <p>Job Shops and Production Scheduling for Job Shops- Introduction to Job Shops, Problems of Job Production, Production Scheduling for Job Shops, Job Shop Complexity,</p>

	Productivity Improvement in Job Shops.
5	Layout Planning: Introduction to Layout Planning, Systematic Layout Planning, Plant Layout Planning, Objectives of Plant Layout, Factors Affecting Plant Layout, Types of Plant Layout, Product Oriented Layout, Process Oriented Plant Layout (Functional Layout), Work Cells, Group Technology.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. B Mahadevan- Operations Management Theory and Practice, Pearson Education, Second Edition 2007
- B. K Aswathappa, K Sridhar Bhat- Production and Operations Management, Himalaya Publication

YEAR II

CORPORATE AND BUSINESS LAW – MGT 16201

UNIT	CONTENTS
1	<p>The Law of Contract : Definition of Contract, Requirements of a Contract, Essential Elements of a Valid Contract, Illegal Agreements, Unlawful Agreement, Types/Classification of Contract, Offer, Classification of Offer, Offer and Invitation to Offer, Revocation of Offer/Proposal, Rules of a Valid Acceptance, Elements Vitiating Free Consent, Discharge of Contract.</p> <p>The Sale of Goods Act 1930- Introduction, Contract of Sale, Distinction between Sale and Agreement to Sell, Documents of Title to Goods, Conditions and Warranties, When Condition to be Treated as Warranty (Sec. 13), Express and Implied Conditions and Warranties, Doctrine of Caveat Emptor, Transfer of Property, Transfer of Title by Non-owners (Sec. 27-30), Duties of the Seller and Buyer, Right of the Buyer, Sale by Auction (Sec. 64).</p>
2	<p>Negotiable Instrument Act 1981: Characteristics of Negotiable Instruments, Presumption as to Negotiable Instrument, Types of Negotiable Instruments, Bill of Exchange, Parties to the Bill of Exchange, Cheques, Hundis, Holder and Holder in Due Course, Negotiation and Assignment, Endorsement, Discharge of Negotiable Instruments.</p> <p>Company Law- Meaning of Company, Definition of a Company, Formation of Company, Memorandum of Association, Clauses of Memorandum, Share and Share Capital, Equity Share, Issue of Share, Borrowing Power, Resolutions, Directors, Duties of Directors.</p>
3	<p>Bailment and Pledge: Meaning and definition of Bailment, Essential Elements of a Bailment, Kinds of Bailment, Right and Duties of Bailor and Bailee, Types of Lien, Termination of Bailment, Meaning of Pledge (Or Pawn) (Sec.172), Meaning of Pawnor (Or Pledgor) (Sec. 172), Meaning of Pawnee (Or Pledgee) (Sec. 172), Essentials of Pledge, Who may Pledge? Right and Duties of Pawnor and Pawnee, Pledge by non-owners.</p> <p>Contract of Agency- Meaning of Contract of Agency, Relationship Between Principle and Agent, Duties of Principal, Creation of Agency, Agents Authority, Personal Liability of an Agent, Termination or Determination of Agency, (Section 201-210), Irrevocable Agency.</p>
4	<p>Indian Partnership Act: Definition of Partnership (Sec.4J), Partnership Distinguished from other forms of Organization, Kinds/Types of Partners, Partners, Firm, Firm Name, Registration of Firms, Minor's Status in a Partnership Firm, Relations of Partners, Relation of Partners to Third Parties, Changes in a Firm/Reconstitution of a Firm, Dissolution of Firm, Right and Liabilities of Partners on Dissolution, Settlement of Account (Sec. 48,49 and 55)</p> <p>Consumer Protection Act- Introduction to Consumer Protection Act, Definition of 'Defect' and 'Consumer', Consumer Protection Councils, Consumer Disputes Redressal Agencies,</p>

	Consumer Disputes Redressal Forum, Procedure on Admission of Complaint, Consumer Disputes Redressal Commission, National Consumer Disputes Redressal Commission, Jurisdiction, District Forum, State Commission, National Commission.
5	Foreign Exchange Regulation Act, 1973 (FEMA): Definitions (Sec.2), Foreign Exchange Management Act 1999, Regulation and Management of Foreign Exchange, Export of Goods and Services (Sec.7), Authorized Person, Contravention and Penalties, Adjudicating Authority (Sec. 16), Directorate of Enforcement, Employees Provident Fund Scheme (1952), The Industries (Development and Regulation) Act 1951, Central Advisory Council and Development Councils, Dissolution of Development Councils, Imposition of Cess on Scheduled Industries in Certain Cases, Regulation of Scheduled Industries, Revocation of Registration in Certain Cases.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Fisher and Jordan - Corporate and business law –6/e Pearson
- B. Prasanna Chandra - Business Analysis and Portfolio management — TMH - 2nd Edition, 2005

MANAGEMENT INFORMATION SYSTEMS – MGT16202

UNIT	CONTENTS
1	Fundamental of Information Systems: Introduction to Fundamental of Information Systems, Data, Information and Knowledge, Concept of System, Characteristics of System, Elements of System, System Environment and Boundary, Type of a System, Components of Information System, Information System Activities, Evolution of an Information System, Impact of Information System, Level of Management Decision Making, Information System in Business.
2	Management Information System: Introduction, Management Information System (MIS), Fields of Information System, Elements of MIS, Objectives of MIS, Characteristics of MIS, Impact of MIS, Designing an MIS, Placement of MIS, Views of MIS, Pitfalls in Designing an MIS, Components of Management Information System, Output of a Management Information System, Management Information Systems for Competitive Advantage, MIS Function in an Organization, Role of MIS in Management.
3	System Development Life Cycle: Introduction to System Development Life Cycle, System Development Life Cycle, The Problems of System Mean, Different Types of System Development Life Cycle, Consideration for Candidate System, Political Consideration, Prototyping. Planning- Introduction to Planning, Meaning and Definition of Planning, Nature/Features of Planning, Objective of Planning, Importance of Planning, Levels of Planning, Planning Process, Six P's of Planning, Types of Plans, Types of Planning, Advantages of Planning, Limitations of Planning. Control- Introduction to Control, Meaning and Definitions of Controlling Control Process, Natures of Control/Characteristics of Control, Importance of Controlling, Limitation of Controlling, Principles of Effective Control System, Necessity of Control, Objective of Control, Elements of Control, Types of Control, Qualities of Effective Control System.
4	System Planning and Initial Investigation: Introduction to System Planning and Initial Investigation, System Planning, Why System Planning? Strategic MIS Planning? Strategic MIS Planning, Managerial and Operational MIS Planning, Strategies for Determining Information Requirements, Getting Information from the existing Information System, Prototyping, Initial Investigation, Information Service Request, Activities in Initial Investigation, Background Analysis, Fact-Finding Techniques, Data Collection, Correspondence and Questionnaires, Personal Interview, Observation, Research. Structured Analysis and Feasibility Study- Introduction, Structured Analysis, Why Structured Analysis , Chart, Data Flow Diagram, Guideline for Drawing Data Flow

	Diagram, Logical and Physical Data Flow Diagram, Data Dictionary, Data Dictionary Definition and Entries, Decision Trees, Structured English, Why Feasibility Study? Steps in Feasibility Study, Preparing detailed description of Candidates, Identifying meaningful system Characteristic, Determining Performance Cost for Each Candidate, Weighing the System performance and Cost Characteristic.
5	System Design- Introduction, Design Process, Phases of Design, Methodology of Designing, Structured Design, Functional Decomposition, Module Coupling and Cohesion, Prototyping, Information Engineering, Joint Application Development, Rapid Application Development, Object Oriented Design, Development Activities, Audit Consideration, Processing Controls and Data Validation, Audit Trail and Documentation Control. File Organisation and Database Design: Introduction, File Structure, File Organization, Methods of Organizing Files, Objectives of Database, Data Structure, Type of Relationship Amidst Data, Types of Data Structure, Entities and Attributes, Normalization, Why is Normalization Necessary? Role of Database Administrator, Managing Data Activities, Managing Database Structure, Managing Database Management System.
6	System Security and Disaster Recovery Planning: Introduction, System Security, System Security is an Important Concern, Threats to System Security, Personal Computer and System Integrity, Risk Analysis, Control Measures, Recovery/Restart Requirements, System Failures and Recovery, Disaster/Recovery Planning, Plans, Team, Planning Task, Ethics in System Development, Ethics Codes and Standards of Behaviour, Information System Misuse- Threats & Countermeasures.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

- A. Succeeding in Business with Microsoft Office Excel 2007
- B. Kenneth C. Laudon; Essentials of MIS (9th Edition)
- C. Ellen F. Monk; Enterprise Resource Planning

MANPOWER PLANNING AND DEVELOPMENT – HRM16201

UNIT	CONTENTS
1	Manpower Management: Introduction to Manpower Management, Evolution of the Manpower Management, Manpower Management in 21 st Century, The Evolution of Human Resources Management/ Manpower Management, Approaches of HRM, Human Resource Planning, Concept of Human Resource Planning, Importance of Human Resource Planning, Process of Human Resource Planning, Guidelines for making Human Resource planning more Effective, Elements or Components of Human Resource Planning, Manpower Planning, Factors affecting Human Resource Planning, Needs for Human Resource Planning, Barriers to HRP. Human Resource Planning and Corporate Strategy: Meaning and Definition of Strategy, Benefits of Strategic HR Planning, Challenges of Strategic HR Planning, VRIS Framework, Linking HR process to Strategy, Strategic Planning, Strategic Human Resource Planning Model, Recommended Resource Planning Model, Staffing, Process of Staffing/Steps in Standing, Staffing System.
2	Manpower Forecasts: Introduction to Manpower Forecasts, Manpower Forecasts and its Need, Types of Manpower Forecasts, Macro Forecasting, Micro Forecasting, Factors determining Forecasting Demand and Supply, Forecasting Process, Reasons for Demand Forecasting, Causes of HR Demand, Causes of Supply Shifts, Inventorying available Talent, Skills Inventory, Human Resources Information System (HRIS), Objective of HRIS, Benefits of HRIS, Steps in Implementing an HRIS, Setting up HRIS, Computerized HRIS, Management inventory, Advantage of the Management Inventory Chart, Disadvantages of the Management Inventory Chart, Purposes of Forecasting Demand of Human Resources,

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

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

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

INDUSTRIAL RELATIONS AND LABOUR LEGISLATION– **HRM16202**

UNIT	CONTENTS
1	<p>Employee Welfare and Industrial Relations : Introduction to Employee Welfare and Industrial Relations, Meaning of Employee Welfare, Principles of Employee Welfare Service, Industrial Relations, Meaning of Industrial Relations, Distinction between Human Relations and Industrial Relations, Features of Industrial Relations, Significance of Industrial Relations, Causes of poor Industrial Relations, Objectives of Industrial Relations, Scope of Industrial Relations, Contemporary Issues in Industrial Relations, Measures to Improve Industrial Relations, Perspectives of Industrial Relations, IR Decisions, Requirement of a successful Industrial Relations Program, Determining Factors of Industrial Relations, Different Approaches of Industrial Relations.</p> <p>Trade Unions- Introduction to Trade Unions, Nature of Trade Unions, History of Trade Union in India, Trade Union in India: Formation of First Union Association, Role of Trade Unions in Industrial Relations and the Growth of Trade Unions in INDIA, Trade Union Act 1926, The Election, Criticism of Trade Unions, Features of Trade Unions, Objective of Trade Unions, Functions of Trade Unions, Structure of Trade Unions, Criticism of Trade Unions by the Employers, Trade Unionism in India, Trade Unions in India, Problems & Weaknesses of Trade Union in India, Suggestion for the Development of Such Unions.</p>
2	<p>Collective Bargaining and Participative Management: Introduction to Collective Bargaining, Functions of Collective Bargaining, Collective Bargaining : Pros and Cons, Level of Collective Bargaining, Collective Bargaining Process, Collective Bargaining in India, Position of Collective Bargaining in India, Critical Evaluation, Participative Management, Elements of Worker's Participation, Suggestions for effective implementation of collective Bargaining, Features of Participative Management, Scope, Significance of Workers Participation, Objectives of Participation, Methods of Workers participation in management, Workers participations at TISCO, Employee Relations and Quality of Work Life, The Employee Grievance and its forms and Procedure, Need for a Grievance Procedure, Causes of Grievances, A Grievances Procedure, Essentials of a Grievance Procedure, Employee Empowerment.</p> <p>Labour Legislation- Introduction to Labour Legislation, The Classification of Labour Legislations, The Factories Act 1948, Objects and the Scope of the Act, Approvals, Licensing and Registration of Factories, The Inspecting Staff, Certifying Surgeon-Appointment Disqualifications and Duties [Sec. 10], Provisions relating to Worker's Health, Provisions relating to Safety of Workers, Contract Labor (Regulation & Abolition) Act 1970, Minimum Wages Act 1948, Statement of Objects and Reasons, Act 11 of 1948, List of Amending Acts and Adaptation Order, The Minimum Wages Act1948, The Payment of Wages Act 1936, Object, Scope and Extent of Application of the Act, Rules relating to Payment of Wages, Deductions from Wages, Enforcement of the Act, Payment of Bonus Act 1965.</p>
3	<p>The Industrial Disputes Act, 1947: Introduction to The Industrial Disputes Act, 1947, Industrial Disputes Act 1947, Short Title, Extent and Commencement, A Dismissal, Etc of an Individual Workman to be Deemed to be an Industrial Dispute, Works Committee, Conciliation Officers, Board of Conciliations, Court of Inquiry, Labour Court, Filling of Vacancies, Finality of Orders Constituting Boards etc, Reference of Dispute to Board, Courts or Tribunals, Procedure and Power of Conciliations Officers, Board, Courts and Tribunals, Duties of Conciliation Officers, Duties of Board, Duties of Courts, Duties of Labour Courts, Tribunals and National Tribunals, Form of Report or Award, Publication of Reports and Award, Persons on whom Settlement and Award are Binding, Period of Operation of Settlement and Awards, Commencement and Conclusion of Proceedings, Prohibition of Strikes and Lock-outs, Illegal Strikes and Lock-outs, An Application of Section 25-C to 25-E, Penalty for Illegal Strikes and Lock-out.</p> <p>Payment of Gratuity Act, 1972 – Introduction of Payment of Gratuity Act 1972, Definitions under Gratuity Act 1972, Continuous Service, Controlling Authority, Payment of Gratuity, Determination of the Amount of Gratuity, Recovery of Gratuity, Penalties.</p> <p>Employee State Insurance Act 1948 – An Overview- Introduction to Employee State Insurance Act 1948, Origin of Employee State Insurance Act 1948, Objectives of Employee</p>

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

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

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

ORGANIZATION CHANGE AND DEVELOPMENT – HRM16203

UNIT	CONTENTS
1	Organization Change: Introduction to Organization Change, Nature of Organizational Change, Culture and Change, Characteristics of Organization Culture, Changing the Organization Culture, Managing Resistance to Change, Systems Theory, Management as a System, Systems are Web or Relationship, Strategy : Implementing change Effectively, Leadership and Leadership issues in Change, Leadership Versus Management, Importance of Leadership, Approaches to Leadership, Traits Theory, Behaviouristic Theory, The Managerial Grid, Contingency Theories, Hersey and Blanchard's Situational Model, The Path Goal Theory, Transformational Leadership, Developing Individual Leaders.
2	Organizational Diagnosis: Introduction to Organizational Diagnosis, The Diagnostic Cycle, Forms of Diagnostic, Concepts of Systems, Organizational Analysis, Phases of Organizational Diagnosis, Feedback, Diagnostic Methods, Questionnaires, Interview, Workshops, Task Forces and other Methods, Task Forces and Internal Teams, Interventions in Organizational Change, Strategic Planning Interventions, Structural Interventions, Human Process Interventions, Organizational Mirror Intervention, Conflict Management Interventions, Evaluation of Organizational Change Programmes, Evaluating OD Interventions, Implementation and Evaluation Feedback, Measurement, Research Design.
3	Models of Organizational Change: Introduction to Models of Organizational Change, Kurt Lewin Model of Organization Change, Unfreezing, Practical steps for using the Framework, Other Models of Organization Change, Why change may fail Cases, A Case Study on Change Management – Failure to Change, Organization Change and Process Consultation, Work Redesign Model, Approaches to Organizational Change, Management

	as Agent of Change, Change Agent, Classifying Change Agents, Advantages and Disadvantages of Internal Change Agent, External Change Agent, Advantages and Disadvantages of External Change Agent, Internal External Change Agent.
4	Organizational Development and Performance Appraisal: Introduction to Organization Development, Definitions of Organizational Development, History of Organizational Development, Nature of Organizational Development/Features of Organizational Development, When and Why should an Organization use Organizational Development? Who is an Organizational Development Professional? Organizational Development Process, Organizational Development Intervention, Organizational Development in NGO, Performance Appraisal, Pre-requisites, Traditional Methods of Performance Appraisal, Modern Methods of Performance Appraisal, Assessment Centre, Role of Training, Importance of Training, Models of Training, The System Model, Methods of Training, Lecture, Demonstration, Computer based Training, Behavioral Methods, Case Studies, Role Plays, In-basket Technique.
5	Organizational Development: Introduction to Team Intervention – Team Building Intervention and Group Formation, Process of Team Building, RAT (Role Analysis Technique), Organizational Development, Management by Objectives, Congruency/Incongruence within Organizational Development, Meaning and Definition of Group, Group Dynamics, History of Group Dynamics as a Field of Research, Group Formation, Theories of Group Formation, Group Behavior, Group Member Resources, Group Structure, Group Norms, Group Cohesiveness, Group Processes, Group Synergy, Group Tasks, Group Decision Making, Group Decision Making Methods, Advantages and Disadvantages of Group Decision Making, Group Versus Team.

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

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

MANAGEMENT OF TRAINING AND DEVELOPMENT – HRM16204

UNIT	CONTENTS
1	Concept of Training: Introduction to Concept of Training, Meaning of Training, Objectives of Training, Importance of Training, Principles of Training, Training based on Context : An overview, Stakeholders in Training, Importance of Trainer; Role of Trainer, Process of Training, Manpower Development/ Human Resource Development, Human Resource Development Practices in Indian Industries - Trends, HRD Climate, HRD Culture, Development, Nature of Development, Training, Development and Education, Training Versus Development, Training Development, Training Versus Education. Performance Appraisal and Evaluation – Introduction to Performance Appraisal and Evaluation, Meaning of Performance Appraisal, Features of Performance Appraisal, Objectives of Performance Appraisal, Process of Performance Appraisal, Types of Appraisal Methods, Methods of Performance Appraisal, Use of Appraisal Data, Requirement of a Good Appraisal System, Advantages of Performance Appraisal, Pitfalls of Performance Appraisal, Constraints of Performance Appraisal, Potential Evaluation, Features of Potential Appraisal, Indicators of Potential/Qualities, Steps in Potential Appraisal, Distinction between Performance and Potential, A Case Study, Competency, Application Level of a Competency, Competency Assessment, 360 Degree Feedbacks.

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

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

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

PERFORMANCE AND COMPENSATION MANAGEMENT–
HRM16205

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

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

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

PERSONNEL MANAGEMENT CONCEPTS– HRM16206

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

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

LEARNING SOURCE: Self Learning Materials

ADDITIONAL READINGS:

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