

MBA (Human Resource Management)

(Course code – 39)

CURRICULUM

1st YEAR - I SEMESTER

Sl.No.	Code	Course
1	MBCP 1001	Management Concepts
2	MBCP 1002	Managerial Economics
3	MBCP 1003	Accounting for Managers
4	MBCP 1004	Business Environment
5	MBCP 1005	Research Methodology
6	MBCP 1006	Organisational Behaviour
7	MBCP 1007	Business Law

1st YEAR - II SEMESTER

1	MBCP 2001	Financial Management
2	MBCP 2002	Marketing Management
3	MBCP 2003	Human Resources Management
4	MBCP 2004	Operations Research
5	MBCP 2005	Strategic Management
6	MBCP 2006	Business Ethics
7	MBCP 2007	Operations Management

2nd YEAR - III SEMESTER

1	MBHR 3001	Human Resource Development
2	MBHR 3002	Performance Management
3	MBHR 3003	Knowledge Management
4	MBHR 3004	Industrial Relations Management
5	MBHR 3005	Employee Legislation
6	Elective – I (Syllabus will be updated soon)	
7	Elective – II (Syllabus will be updated soon)	

2nd YEAR - IV SEMESTER

1	MBHR 4001	Organizational Development and Change
2	MBHR 4002	Human Resource Accounting
3	MBHR 4003	Compensation Management
4	MBHR 4004	Human Resource Information System
5	MBHR 4005	Global HR Practices
6	MBHR 4006	Project Work
7	Elective – III (Syllabus will be updated soon)	
8	Elective – IV (Syllabus will be updated soon)	

PAPER: I

MANAGEMENT CONCEPTS

Objectives

- Providing conceptual understanding of Management Concepts
- Familiarizing the students with the contemporary issues in Management
- Enable them to apply the concepts in the management organization

UNIT - I

Introduction to Management - Nature and Functions of Management - Levels in Management - Social Responsibilities of Business - Managerial Skills – Manager and Environment - An Overview of Staffing, Directing and Controlling Functions

UNIT – II

Planning - Steps in Planning Process - Short Range and Long Range Planning - Flexibility in Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation- Decision Making - Techniques and Processes.

UNIT – III

Organising - Organisation Structure and Design - Delegation of Authority and Decentralisation – Line and Staff Relationships - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Formal and Informal Organisation.

UNIT – IV

Communication – Types and Process of Communication - Barriers of Communication - Communication Effectiveness - Organisational Creativity and Innovation Entrepreneurial Management - Management of Innovation

UNIT – V

Comparative Management Styles and approaches - Best Management Practices across the world - Japanese Management Practices - Management of Diversity - Benchmarking

References:

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

**PAPER – II
MANAGERIAL ECONOMICS**

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005***Gupta G.S.**,
MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi***Moyer &Harris**, MANAGERIAL
ECONOMICS, *Cengage Learning, NewDelhi, 2005***Geetika, Ghosh & Choudhury**, ,
MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

PAPER –III
ACCOUNTING FOR MANAGERS

Objectives

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

PAPER: IV

BUSINESS ENVIRONMENT

Objectives

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To understand the opportunity and challenges of global business environment
- To relate the Impact of Environment on Business in an integrated manner
- To provide an understanding of the role of business in society

UNIT – I Business and its environment

Dynamics of Business and its Environment – Definition, Types of Environments. - Corporate Governance and Social Responsibility - Ethics in Business. – Business Ethics in India

UNIT – II Economic System

Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT – III Infrastructure and current issues in Business Environment

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement -.

UNIT – IV Global trends in Business and Management

Global Trends in Business and Management – International Relations Multi-National Companies, Multi-National Companies in India,

UNIT – V Foreign Capital and Collaboration

Foreign Capital, Needs for Foreign Capital, Trends in Indian Industry, Foreign Development Investment, FDI and the Indian Stock market

References:

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.Iran

Worthington and Chris Britton, THE BUSINESS ENVIRONMENT, Prentice Hall

Namita Gopal, BUSINESS ENVIRONMENT, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2010

PAPER-V
RESEARCH METHODOLOGY

Objectives

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

UNIT-I

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

UNIT-II

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

UNIT-IV

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

UNIT-V

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Panneerselvam, R., RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*
Kothari CR , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

PAPER: VI

ORGANISATIONAL BEHAVIOUR

Objectives

- To understand and appreciate the fact that why & how of human behaviour in organisations is critical for its success and to orient the managers - to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric.

UNIT - I

Organisational Behaviour: Introduction, Definition, Nature & Scope - Basic Concepts of OB - Individual & Organisational Image and Self Image -self-esteem & self-efficacy- Theoretical constructs and models of Organisational Behaviour.

UNIT – II

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management

UNIT – III

Group Dynamics - Leadership - Styles - Approaches - Power and Politics in Organisation

UNIT – IV

Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Trends in Organisational Behaviour – Consciousness – Conscience Management – Organisational Vision and Employee alignment with vision- Gender Sensitivity – Competency Level and behavioral Dimensions

References:

Fred Luthans, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

BUSINESS LAW

Objectives

- To introduce the statutory provision that affects the business decision
- To provide legal understanding and exposure to the important commercial laws
- To understand the legal framework related to contract
- To familiarise about legal aspects about negotiable instruments
- To understand the legal regulations about the company

UNIT – I The Indian Contract Act, 1872

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract
Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract.

UNIT – II The Indian Partnership Act, 1932 & Sales of Goods Act 1930

Definition of Partnership and its essentials, Rights and duties of Partners: Authority of a Partner, Minor as a Partner, Registration of a firm, Dissolution of Firms. Sales of Goods – Definition of a Contract of Sales, Essentials of a Contract of Sales of Goods, Kinds of Goods,

UNIT – III The Negotiable Instruments Act, 1832, Law of Insurance

Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency. Law of Insurance: Fundamental Principles of Law of Insurance, Types of Policies, Kinds of Losses

UNIT – IV The Indian Companies Act, 2013

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit Oppression and Mismanagement - Winding up.

UNIT –V Factory Act, Industrial Dispute Act, Minimum Wages Act & Workmen Compensation Act, 1923

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act.

References:

Kapoor G,K & Dhamija S, COMPANY LAW, 17th Edition, Taxman Publication, Pvt. Limited, NewDelhi, 2014

Daniel Albuquerque, LEGAL ASPECTS OF BUSINESS, 2nd edition, Oxford University Press, NewDelhi, 2013

Pathak, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, NewDelhi, 2010.

M.M. Sulphery & Azhar Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011.

**PAPER-VIII
FINANCIAL MANAGEMENT**

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

UNIT- IV

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

UNIT-V

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.
Chandra, Prasanna. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER-IX
MARKETING MANAGEMENT**

Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

UNIT-II

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

UNIT-III

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

REFERENCES

K.S. Chandrasekar, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

Ramaswamy. V S & Namakumari. S, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – X
HUMAN RESOURCES MANAGEMENT**

Objectives

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

UNIT-III

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi*,

Aswathappa, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

Alan Price, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

Pravin Durai, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

OPERATIONS RESEARCH

Objectives:

- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas

UNIT-I

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex Method, Duality.

UNIT-II

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT, Crashing of a Project Network.

UNIT-IV

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations.

UNIT-V

Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

References

1. **Panneerselvam, R**, OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2006.
2. **G.Srinivasan**, OPERATIONS RESEARCH, PHI Learning, NewDelhi,2010
3. **Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, Pearson, NewDelhi, 2002
4. **Vohra**, Quantative Techniques in Management, Tata McGrawHill, NewDelhi, 2010

**PAPER-XII
STRATEGIC MANAGEMENT**

Objectives

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

PAPER-XIII
BUSINESS ETHICS

Objectives:

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

UNIT-I: Introduction: Meaning – Definition – Scope – Ethical Values and Theories- Myths – Ethics Vs Morality- Ethical Issues in the functional Areas of Business Management – Cross-Country Perspectives on Business Ethics.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Code of ethics – Value based leadership.

UNIT-III: Ethical Values in Work Place: Characteristics- Types- Importance – Work Ethics – Work Culture – Professional Ethics- Environmental Ethics – Challenges of Cyber Age.

UNIT-IV: CORPORATE GOVERNANCE: Meaning – Mechanism- Principles – Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Issues in Corporate Governance- Emerging Trends.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management- Gandhian Ethics- Spirituality- Humanism - Morals Standards in Indian Ethics.

References:

1. **Bhatia, S.K.**, Business Ethics and Corporate Governance, Deep & Deep Publication.
2. **B.N Ghosh**, Business Ethics and Corporate Governance, Mc Graw Hill.
3. **Daniel Albuquerque**, Business Ethics, Oxford Univ. Press
4. **Laura P. Hartman**, Perspectives in Business Ethics, Tata Mc Graw Hill.
5. **Chakraborty, S.K.**, Management by Values, Oxford Univ. Press

OPERATIONS MANAGEMENT

Objectives:

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organizations.

UNIT-I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning. Inventory Control: Review of Basic Models of Inventory, P & Q system of Inventory

UNIT-II

Systems Concept of Production, Types of Production System, Productivity, Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Models of forecasting

UNIT-III

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Material Requirement Planning: Single Machine Scheduling:

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study. Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques,

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Replacement, Group Replacement Vs Individual Replacement – Trade-off. Reliability:

References

1. **Panneerselvam. R;** Production and Operations Management, 3rd Edition, PHI Learning, Delhi, 2013.
2. **Joseph G. Monks:** Operations Management - Theory and Problems, (McGraw Hill).
3. **Everett E. Adam & Ronald J. Ebert:** Production and Operations Management, (Prentice Hall, 1994).
4. **William J. Stevenson:** Production/Operations Management, Richard Irwin.
5. **Norman Gaither:** Production and Operations Management, (The Dryden Press).
6. **Jack R. Meredith-** The Management Of Operation, (John Wiley & Sons).
7. **S.N. Chary,** Production and Operations Management, (Tata McGrawHill).
8. **Jay Heizer & Barry Render:** Operations Management, Prentice Hall International, Inc. 2001, International Edition.

MBA (HRM) - III Semester

PAPER – XV HUMAN RESOURCE DEVELOPMENT

**Course Code: 39
3001**

Paper Code: MBHR

Objectives:

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

UNIT I

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

UNIT II

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

UNIT III

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

UNIT IV

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

UNIT V

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

REFERENCES

Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning*, 2006

William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*, 1982.

Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press*, 2009

Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMNET, *PHI Learning*, 2001

MBA (HRM) -III Semester

**PAPER – XVI
PERFORMANCE MANAGEMENT**

**Course Code: 39
3002**

Paper Code: MBHR

Objectives:

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

UNIT-I

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

UNIT-IV

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi National Corporations.

UNIT-V

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

Robert Cardy, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

MBA(HRM) -III Semester

**PAPER – XVII
KNOWLEDGE MANAGEMENT**

**Course Code: 39
3003**

Paper Code: MBHR

Objectives:

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

UNIT-I

Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

UNIT-II

Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

UNIT-III

Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

UNIT-IV

ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

UNIT-V

Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.

REFERENCES

Frances Horibe, MANAGING KNOWLEDGE WORKERS, *John Wiley & Sons*

Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, *Tata McGrawHill, New Delhi*

Fernandez & Leidner, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2008*

Mruthyunjaya, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2011*

MBA (HRM) -III Semester

**PAPER - XVIII
INDUSTRIAL RELATIONS MANAGEMENT**

**Course Code: 39
3004**

Paper Code: MBHR

Objectives:

- To provide exposure of theories, techniques and approaches to manage Industrial Relations.
- To understand the importance of labour administration and Constitutional Provisions.

UNIT-I

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

UNIT-II

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

UNIT-III

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

UNIT-IV

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

UNIT-V

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.

REFERENCES

Arun Monappa, INDUSTRIAL RELATIONS, *Tata Mc-Graw Hill, New Delhi*

Pramod Verma, MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, *Oxford University Press, New Delhi*

Sivarethinamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, *PHI Learning, New Delhi, 2010*

**PAPER - XIX
EMPLOYEE LEGISLATION**

**Course Code: 39
3005**

Paper Code: MBHR

Objectives:

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

UNIT -I

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

UNIT -II

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

UNIT -III

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

UNIT -IV

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen's Compensation Act – The Employees Pension Scheme.

UNIT –V

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

References

P.L. Malik, INDUSTRIAL LAW, *Eastern Book Company, New Delhi, 2011*

C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, *Response Books, 2001*

Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, *PHI Learning, New Delhi*

Vipin Gupta Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, *Response Books*

MBA (HRM) - IV Semester

**PAPER – XX
ORGANIZATIONAL DEVELOPMENT AND CHANGE**

Course Code: 39

Paper Code: MBHR 4001

Objectives:

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

UNIT-I

Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

UNIT-II

Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change.

UNIT-III

Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

UNIT-IV

OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

UNIT-V

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organisations.

REFERENCES

Kondalkar, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, *PHI Learning, New Delhi, 2009*

French & Bell, ORGANISATIONAL DEVELOPMENT, *McGraw-Hill*.

Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, *Oxford University Press, New Delhi, 2011*

PAPER - XXI
HUMAN RESOURCE ACCOUNTING

**Course Code: 39
4002**

Paper Code: MBHR

Objectives:

- To understand the values of Human Resources in Organisations
- To familiarise the process and approaches of Human Resources Accounting

UNIT -I

Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources – Quality of Work Force and Organizations’ Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non- Marketable Assets – Human Capital.

UNIT -II

Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.

UNIT -III

Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation – Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

UNIT -IV

HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.

UNIT -V

HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.

References

Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING, *Springer*
Jac Fitz-enz, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, *McGraw Hill*
Rakesh Chandra Katiyar ,ACCOUNTING FOR HUMAN RESOURCES , *UK Publishing*
M. Saeed, D.K. Kulshreshtha , HUMAN RESOURCE ACCOUNTING, *Anmol Publications.*
D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING , *Inter India Publications.*

MBA (HRM) -IV Semester

**PAPER – XXII
COMPENSATION MANAGEMENT**

**Course Code: 39
4003**

Paper Code: MBHR

Objectives:

- To understand the various dimensions of Compensation Management.
- To familiarise the role of various bodies involved in Compensation Management.

UNIT-I

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

UNIT-II

Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

UNIT-III

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

UNIT-IV

Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.

UNIT-V

Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages

REFERENCES

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *PHI Learning, New Delhi, 2008*

Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, *Prentice Hall India, New Delhi.*

Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, *Prentice Hall India, New Delhi.*

Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, *Crust Publishing House.*

MBA (HRM) -IV Semester

PAPER - XXIII

HUMAN RESOURCE INFORMATION SYSTEM

**Course Code: 39
4004**

Paper Code: MBHR

Objectives:

- To understand the concept of Human Resource Information Systems
- To familiarise the applications of HRIS in Organisations

UNIT -I

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

UNIT -II

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

UNIT -III

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

UNIT -IV

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

UNIT -V

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

References

Michael Armstrong, A Handbook of Human Resource Management Practice, *Kogan Page*
Gueutal & Stone, The Brave New World of her, *Jossey-Bass, 2005*
Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, *Thomson. 2006*.

MBA (HRM) -IV Semester

PAPER - XXIV GLOBAL HR PRACTICES

Course Code: 39

Paper Code: MBHR 4005

Objectives:

- To understand the concepts of globalization in HR Perspective
- To familiarize the key aspects and contemporary issues to the students
- To understand the developments in global HR practices and its challenges

UNIT -I

Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.

UNIT -II

HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business

UNIT -III

HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms

UNIT -IV

Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organisational Learning Systems.

UNIT -V

Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.

REFERENCES

Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, *M.E. Sharpe, 2009*

Monir Tayeb, INTERNATIONAL HRM, *Oxford University Press, 2005*

Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, *Cengage Learning, NewDelhi, 1999*