

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046  
 SCHOOL OF DISTANCE EDUCATION (SDE)  
 for the SDE students admitted during the academic year 2011-12 & Onwards

**M.B.A – Human Resources Management**  
**(Annual Pattern)**

<b><u>Paper</u></b>	<b><u>Name of the Subject</u></b>	<b><u>Marks</u></b>
<b>First Year</b>		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100
1.8	Corporate Communication	100
1.9	Operations Management	100
<b>Second Year</b>		
2.1	Personnel Management Concepts	100
2.2	Methodology of Training & Development	100
2.3	Human Resource Development and Planning	100
2.4	Industrial Relations Management	100
2.5	Compensation Management	100
2.6	Performance Management: Systems and Strategies	100
2.7	Organizational Development and Change	100
2.8	Business Environment & Ethics	100
2.9	Strategic Management	100
<b>TOTAL</b>		<b>1800</b>

## **1.1.Principles of Management and Organizational Behaviour**

### **UNIT I**

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

### **UNIT II**

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

### **UNIT III**

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

### **UNIT IV**

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity. Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories. Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

### **UNIT V**

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams. Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

### **REFERENCE**

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.

2. Stoner, Freeman & Gilbert, Management, PHI, 6<sup>th</sup> Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

## **1.2. Managerial Economics**

### **UNIT I**

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

### **UNIT II**

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.  
Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

### **UNIT III**

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

### **UNIT IV**

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

### **UNIT V**

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

### **REFERENCE**

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

### **1.3. Accounting and Finance for Managers**

#### **UNIT I**

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

#### **UNIT II**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

#### **UNIT III**

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems.  
Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

#### **UNIT IV**

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

#### **UNIT V**

Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems. Capital Structure Theories - Dividend Policies - Types of Divided Policy.  
Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

## **REFERENCE**

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

## **1.4. Marketing Management**

### **UNIT I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

### **UNIT II**

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

### **UNIT III**

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

### **UNIT IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

### **UNIT V**

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

## **REFERENCE**

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.

5. Marketing Management – S.Jayachandran - TMH, 2003.

### **1.5. Human Resource Management**

#### **UNIT I: Human Resource Function**

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

#### **UNIT II: Recruitment & Placement**

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

#### **UNIT III: Training & Development**

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

#### **UNIT IV: Compensation & Managing Quality**

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

### **UNIT V: Labour relations and employee security**

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

### **REFERENCE**

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

## **1.6. Quantitative Techniques for Management**

### **UNIT I**

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.  
Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – simplex – solution.

### **UNIT II**

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

### **UNIT III**

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

### **UNIT IV**

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

## **UNIT V**

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems. Decision Theory – Pay off tables – decision criteria – decision trees.

## **REFERENCE**

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

## **1.7. Research Methods for Management.**

### **UNIT I**

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

### **UNIT II**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

### **UNIT III**

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

### **UNIT IV**

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal



Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

### **UNIT V**

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

### **REFERENCE**

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

Note : 80% of the questions shall be theory based  
20% of the questions shall be problems.

## **1.8. CORPORATE COMMUNICATION**

### **Unit 1:**

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

### **Unit 2:**

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

### **Unit 3:**

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

### **Unit 4:**

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

### **Unit 5:**

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

**References:**

1. Scot Ober, Contemporary business communication, fifth edition, biztantra.
2. Lesiler & Flat lay, Basic Business communication. Tata Mc Graw Hill.

**1.9. OPERATIONS MANAGEMENT**

**UNIT I :** Operations Management – Meaning – Importance – historical contributions – System  
view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

**UNIT II :** Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.  
Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular,  
Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

**UNIT III :** Production planning and control – meaning – functions – aggregate planning –  
master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity  
requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to  
MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

**UNIT IV :** Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety  
stock – order point – service level – inventory control systems – perpetual – periodic – JIT –  
KANBAN.

**UNIT V :** Total Quality Management Concept - Statistical Quality Control for Acceptance  
Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

**References :**

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication  
forth edition.
2. Operations Management (Theory and Problems ) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, 7th Edition, PHI, 2007
6. Hunawalla and Patil – production and Operations Management, Himalaya.
7. Modern Production and operations management – E.S Buffa.
8. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”,  
Addison Wesley.
9. Chase, Aquilano & Jacobs “Production and Operations Management”, Tata McGraw Hill.

Questions : 40% of the questions shall be problems  
60% of the questions shall be theory based.

**II Year**

2.1. PERSONNEL MANAGEMENT CONCEPTS

OBJECTIVE

To equip students with Human Resources Concepts.

UNIT I

Personnel Management – Definition – concept – objectives – characteristics and qualities of a personnel manager – role of personnel man – system approach to personnel management – emerging role of personnel management – role of personnel mangers of tomorrow – personnel management in India.

UNIT II

Personnel policies – aims and objectives – need for personnel policy – principles of personnel policies – types of personnel policies – procedures and programmes – personnel records and reports – personnel audit – personnel research – Meaning and Characteristics – types of research – Objectives of personnel research – Methods and tools of personnel research – Research Procedure – Sources of personnel research Information.

UNIT III

Human resource planning – need – benefits – process of human resource planning – man power plan component – determination of the quality of personnel – Job Diagnostic Survey – job analysis – technique of Job Analysis data – job description – Minnesota Job

Description Rewards – role analysis and technique of Job Analysis data- job specification Management by Objectives – Work rules – recruitment process – sources of recruitment – methods – recruitment practices in India – Scientific selection – selection procedure and Process – HRIS – Human Capital Management – Human Resource Accounting.

#### UNIT IV

Employee training – distinction between training and development – importance of training – training methods – implementation of training – training evaluation – purpose and objectives of management development – need for executive development in Indian context – techniques of management development – performance appraisal – methods of performance appraisal – performance appraisal in Indian Industries. Performance Measurement purpose – Employee feedback and Development – equal employment Opportunity.

#### UNIT V

The wage determination process – wage administration rules – factors influencing wage and salary structure and administration – administration of wage and salaries – wage differential – wage differentials in India – determinants of incentives – types of rewards – wage incentive schemes in India - guidelines for effective incentive plans. Employee Benefits and Services – factors influencing Benefits and Services – Costs – Leisure – Employee Security – Old Age and Retirement Benefits – Safety Engineering.

#### REFERENCE BOOKS

1. Personnel Management Text and Cases – C.B. Mamoria & S.V Gankar – Himalaya Publishing House.
2. Personnel Management & Industrial Relations – P.C. Tripathi – Sultan Chand & sons.
3. Dynamic Personnel Administration – M.N. Rudrabasavaraj – Himalaya Publishing House.
4. Personnel/Human Resource Management – Heneman, Schwab, Fossum, Dyer- Universal books Stall, New Delhi.
5. Personnel/Human Resource Management – S.K. Bhatia, Nirmal sing-Deep & Dep Publications Pvt. Ltd., New Delhi.
6. Personnel/Human Resource Management – David & Stephen - Prentice Hall of India Pvt. Ltd., New Delhi.

### 2.2. METHODOLOGY OF TRAINING AND DEVELOPMENT

#### OBJECTIVE

To give students pedagogy for Training.

#### UNIT I

Training for Development – Concept of Training and Development, Need for training, Importance of Training, Principles of Training and areas of training. Assessment of Training Needs, Training Methods – On the Job and Off Job Methods Training

Techniques – Demonstration, Lecturers, Simulation Games, In basket Exercise, Films, Role Play, Simulation Games, Critical Incidents, T-group Electronic Training – Computer Based training, Electronic performance support system (EPSS), Distance and Internet Based Training – Tele-training, Video conferencing, Training via Internet, Learning portals.

#### UNIT II

Management Development – needs, importance & Methods. Organizational Development Through Human Resource Development.

#### UNIT III

Learning Organization: Learning Curves and Linkage of Learning with Training and Learning Organization, Organizational Learning, Instruments on Learning Organization, Essentials for Developing a Learning Organization.

#### UNIT IV

Performance Appraisal – Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal – Traditional and Modern Methods – Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Counselling & Feedback Potential Appraisal – Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers.

#### UNIT V

Managing Careers: Career Planning, Factors affecting Career Choices; Career Stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions. Evaluation of Training: Purpose of Evaluation, Evaluation Process.

#### REFERENCE BOOKS

1. Training Manual on Human Resource Management & Organizational Learning – V.N.Srivastava & Girdhar J.Ghyni.
2. Human Resource Management by Gary Dessler.
3. Human Resource Management by Robbins.
4. Human Resource Management – P.Subba Rao.
5. Human Resource Management and Personnel Management – Aswathappa (Tata McGraw Hill, New Delhi.)

## 2.3. HUMAN RESOURCE DEVELOPMENT AND PLANNING

### OBJECTIVE

To help students understand Human Resource Development Process.

### UNIT I

HRD – concept – meaning – philosophy – nature – need and significance. HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario. HRSD – Contextual factors and Human Resource System designing. Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.

### UNIT II

HRD modules: Recruitment and selection – orientation and placement performance appraisal – training and development – promotion and motivation – career development. Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counselling.

### UNIT III

Potential Appraisal and Development. Career planning and Development – Quality of work life – quality circles – human capital development – philosophy and principles – practices – work force and people development - performance management – knowledge management.

### UNIT IV

Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. Stress – definition – personality traits – emotional management – categories of stressors – identification of stress at various level – pre-requisites for zero stress – psychological stress – stress and human resource development.

### UNIT V

HRD challenges in 21<sup>st</sup> century – HR out sourcing – human resource audit – human response development – human resource accounting - future of HRD Organization.

### REFERENCE BOOKS

1. T.V. Rao and Udai Parekh – Designing and Managing Human Resource System, Excel Books, Oxford Publications.
2. V.S.P. Rao – Human Resource Development – Response books.
3. Kandula, S.R. – Strategic Human Resource Development – PHI.

## 2.4. INDUSTRIAL RELATIONS MANAGEMENT

### OBJECTIVE

To sensitize students to issues of Industrial Relations.

### UNIT I

Industrial Relations – an overview: Meaning & Objectives, Importance, Approaches to IR-Unitary, Pluralistic, Marxist – Development of IR System in India, Labour – management Relations: Trade Unionism – Industrial Conflicts.

### UNIT II

Trade Unions: Meaning, Justification, Theories of TU, Types of TU, Trade Union Movement in India, Problems of Trade Unions, Functions of Trade Unions, Measures to strengthen Trade Unions, Trade Union Act-Registration & Recognition-Issues arising there off- Inter-union rivalry-Role of State and Politics of Mobilization – Judicial Activism, Labour aristocracy and Segmentation of Labour Markets-Issues arising – Contract Labour and contract labour abolition act, Organized Unions vs Unorganized unions and labour – splintering of unions – Central Trade Unions – Unionism in Emergent sectors.

### UNIT III

Industrial Disputes – Definition, Causes of Industrial Disputes, Types of Industrial Disputes, Prevention of Industrial Disputes, Settlement of Industrial Disputes, Industrial Disputes Act: Conditions to Strike & Lockouts, Lay-off, retrenchment & Closure, Rights of Union Representatives and Protections thereof, Conciliation, Adjudication, Laws relating to standing orders – Misconduct and Disciplinary Procedures, Model Standing Orders, Grievance Handling – Meaning, Need and Procedure, Payment of Wages Act, Bonus – Rules and Regulations, Provident Fund Regulations, Factories Act, Hospitals and Institutions Bill, ESMA, Maternity Benefits Act, Recent Amendments in Various Acts, Judicial Interpretations.

### UNIT IV

Collective Bargaining – Definition, Importance, Prerequisites of Collective Bargaining – Union Bargaining Process – Types of Bargaining – Collective bargaining in India, Joint Consultative Machineries, Workers Participation In Management, Worker Ownership as Turnaround Management, ESOP, Profit Sharing, Quality of Work-life and Quality Circles, Worker Empowerment. Negotiations – Process, Strategies and Tactics, Theories, Models, Steps.

### UNIT V

Strategic Management of Industrial Relations – Alternative Strategies in Labour Management Relations – Labour Laws in the Context of Structural Changes – Labour laws in the context of structural change – Industrial relations in Turnaround Management – Globalization, Liberalization, Mergers, Acquisitions, New Manufacturing reforms and

their implications for labour force, ILO, AFL-CIO, International Co-ordination amongst unions as response to Internationalization and Global Markets.

#### REFERENCE BOOKS

1. Jerome Joseph, Industrial Relations: Towards a theory of Negotiated Connectedness, Response Books.
2. C.S. Venkataratnam, Globalization and Labor-management Relations, Sage Publications, New Delhi.
3. Bruce.E.Kaufman, The Global Evolution of Industrial Relations: Events, Ideas and the IIRA, Academic foundations, New Delhi, 2006.
4. Nikolai Rocovsky and Emily Sims, Corporate Successes Through People: Making International Labor standards Work for you, Academic Foundation, New Delhi, 2006.
5. P.C. Tripathi, Personal Management and Industrial Relations, Sultan Chand & Sons, New Delhi, 1978 (Reprint – 2004).
6. E.H. Mcgrath, S.J. Industrial Disputes, Prentice Hall of India, New Delhi, 1985.
7. Dr.R.Venkatapathy and Assissi Menachery, Industrial Relations and Labour Legislations, Adithya Publishers, Coimbatore.
8. Gerard. I. Nierenberg, The Art of Negotiating, 1981.
9. Burawoy.M., Manufacturing Consent: Changes in the Labor Process under Monoploy Capitalism, Chicago University Press, Chicago.
10. Samir Amin, Unequal Development, Monthly Review Press, New York, 1976.
11. Richard Hyman, Understanding European Trade Unionism: Between Market, Class and Society, Sage Publications, 2001.

### 2.5. COMPENSATION MANAGEMENT

#### OBJECTIVE

To give students skills about compensation.

#### UNIT I

Wage & Salary Administration – Nature and Scope, Compensation, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of Wages – Time rate, piece rate, debt method, Wage differentials.

#### UNIT II

Planning for Improved Competitiveness: Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.

#### UNIT III

Incentives and Fringe Benefits – Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit



sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.

#### UNIT IV

Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living Neutralization factors. Executive Compensation Plan, Retirement Plan.

#### UNIT V

Social Security Laws – Laws Relating to Workmen’s Compensation, Employee’s State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions. The Impact of fifth pay scale on Central and State Government.

#### REFERENCE BOOKS

1. Managing Human Resource and P.M in Indian Enterprise – R.S. Dwivedi (Galgotia Publishing Company, New Delhi).
2. Managing Human Resource – Wayne Cascio (Tata McGraw Hill, New Delhi).
3. Personal Management – Memoria & Gankar (Himalaya Publication)
4. Human Resource Management – S.S.Khanka – S.Chand & Company Ltd., New Delhi.
5. Human Resource Management and Personnel Management – Aswathappa (Tata McGraw Hill, New Delhi).

### 2.6. PERFORMANCE MANAGEMENT SYSTEMS AND STRATEGIES

#### OBJECTIVE

To show students performance management.

#### UNIT I

What is performance Management? Its linkage with other HR Systems Elements of Performance Management – Defining Performance, Facilitating Performance and Encouraging performance – Setting Goals & Targets – Responsibilities before, during, after Performance & Development - Planning – Monitoring and Appraising Performance (performance Appraisal) – What is Performance Appraisal – The Performance Appraisal system – Performance Appraisal methods – Errors and Biases in Performance Appraisal - Reducing biases / errors – Features of a effective system – Performance Counseling (What is it, What to do, What not to do)

#### UNIT II

Performance management and compensation strategies – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits –

Employee services, Health care, Long term care-Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation.

### UNIT III

What is PFM, Process of PFM, PFM system, PFM Theatre, Pillars of PFM theatre – Planning Managee Performance & Development, Monitoring Managee Performance & Mentoring, Managee Development, Ongoing Performance Monitoring & Review, Mentoring and Managee Development. Annual Stock taking – Stock taking Performance, Stocktaking Potential, Appraising for Recognition and Reward-Getting to grips – Transmuting Learning into Action, Operational zing Change through Performance Management, Building & Leading High Performing Teams.

### UNIT IV

Performance Management and Organizational Change – Reward management and the Management of Change – Strategic Reward Management – Employee Relations and Involvement Strategies and the Management of Change – 360 Degree Feedback and Performance Management System – 360 Degree Feedback and Assessment Development Centers.

### UNIT V

Issues and concerns in Performance Management.  
Cases relating to issues discussed in the previous units.

### REFERENCE BOOKS

1. T.V. RAO, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004.
2. Premchada, Performance Management: It's about Performance – Not just appraising, Macmillan, New Delhi, 2003 (Reprint-2005)
3. Srinivas Kandula, R., Strategic Human Resource Development, Prentice Hall of India, New Delhi, 2001.
4. T.V. Rao, Gopla Mahapatra, et al, 360 Degree Feedback and Performance Management System, Vol 2, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006).
5. T.V, Rao and Nandhini Chawla, 360 Degree Feedback and Assessment & Development Centres, Vol 3, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2005.
6. Adrian Thornhill, Phil Lewis, et al, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, 2000.
7. Wendell.L.French, Cecil H.Bell Jr., and Robert. A.Zawacki, Organization Development and Transformation: Managing Effective Change, 6<sup>th</sup> Edn., Tata McGraw Hill Publishing Co. Lt., New Delhi, 2006.

## 2.7. ORGANIZATIONAL DEVELOPMENT AND CHANGE

### OBJECTIVE

To explain students how organizations change and how to manage it.

### UNIT I

OD – definition – history of OD – values, assumptions and beliefs in OD. OD – overview – foundations of OD – models and theories – systems theory participation and empowerment – teams and team work – parallel learning structures.

### UNIT II

OD – interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive OD interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

### UNIT III

Managing the OD process – action research: a process and approach – history and varieties of action research. Operational Components of OD: Diagnostic, Action and Process – Maintenance Components.

### UNIT IV

Implementation and Assessment of OD. Implementation conditions for failure and success in OD efforts; Assessment of OD and change in organizational performance; The impact of OD Structure interventions and applicability of OD – training experiences – T-groups – behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

### UNIT V

Power, Politics and OD – research on OD – future and OD. Some key considerations and issues in OD: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of OD.

### REFERENCE BOOKS

1. Wendell I. French & Cecil H. Bell, Jr. – Organization Development – PHI.
2. French, Bell and Zawacki – Organization Development Theory, Practice and Research, Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter, the change Masters, Simson & Schaster.
4. Daniel Robey, Carol A Sales – Designing Organizations – fourth edition.
5. Advian, Phil, Mike & Mark – Managing Change – FT & Prentice Hall.
6. Blake & McCause – Leadership Dilemmas – Grid Solutions – GPC (Gulf).

## **2.8. BUSINESS ENVIRONMENT AND ETHICS**

**Objectives:** To equip the students with the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

**UNIT 1 :-** Business environment - The concept and significance - constituents of business environment - Business and society , Business & ethics - Social responsibility - Environmental pollution and control. Business and culture- Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

**UNIT II:-** Managing Ethics- meaning and types – framework of organizational theories and sources – ethics across culture – factors influencing business ethics – ethical decision making – ethical values and stakeholders- ethics and profit. Corporate Governance – structure of Boards- reforms in Boards – compensation issues – ethical leadership.

**UNIT III :-** Globalisation of the economy – trends and issues, Politics and environment, MNCs and Government relationships- Introduction to GATT and WTO.

**UNIT IV:-** Fiscal policy - central finances and new fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms -Expenditure Tax - Public debts &deficit financing

**UNIT V:-** Legal environment of business – Monopolies – Company Law, Competition Act 2002. Foreign Exchange Management Act- Securities and exchange board of India Act - Customs and Central Excise Act - Central and State sales Tax - Consumer protection Act Patents Act.

### **REFERENCES:**

Adhikari.m - Economic environment of Management  
Francis cherunnilam - Business environment  
Pruti s . economic & managerial environment in India  
Davis & keith William c . frederik - business and society  
Amarchand d - Government and business  
Mankard \_ Business Economics  
A.N Agarwal \_ Indian economy  
Steiner and Steiner – Business Ethics – Mc-Graw Hill  
Raj Agarwal – Business Environment – Excel Books.

## 2.9. STRATEGIC MANAGEMENT

**Objectives:** To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies

### UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

### UNIT II

#### **Environmental Analysis & Internal Analysis of Firm:**

General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders' expectations, Scenario-planning - industry analysis.

### UNIT III

#### **Strategy formulation**

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non-profit organizations and large multi product and multiple market organisations.

### UNIT IV

#### **Tools of Strategy Planning and evaluation**

Competitive cost dynamics - experience curve -BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

### Unit V

#### **Strategy implement & Control:**

Various approach to implementation of strategy - Matching organization structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management.

### Reference

- 1.Pearce & Robinson, Strategic Management ,All Indian Travellers N.D
- 2.A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
- 3.Micheal Porter, Competitive Strategies.
- 4.Micheal Porter, Competitive Advantage Of Nations.
- 5.Samul C. Certo And J.Paul Peter, Strategic Management, Second Edition. Concept And Application, Mcgraw Hill.
- 6.Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
- 7.Gerry Jhonson & Keven Scholes, Exploring Corporate Strategy: Text And Cases,Ph
- 8.Jaunch .L ,Rajive Gupta & William.F.Glueck ,Business Policy And Strategic Management ,Frank Bros & Co,20003
- 9.Fred R.David ,Strategic Management Concept &Cases ,Pearson,2003

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QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
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