

DEPARTMENT OF BUSINESS MANAGEMENT
UNIVERSITY OF CALCUTTA

SYLLABUS – MHROM

**Detailed Syllabus
Semester – I (2010-12)**

HR 101	Managerial Economics	I – Micro Economics II – Macro Economics
HR 102	Economic Environment of Business	I – Indian Business Environment II – International Economy
HR 103	Management Principles	I – Management Principles - Planning & Organizing II – Management Process – Directing & Controlling
HR 104	Organizational Behaviour	I – Individual and Group behavior II – Organisation Theory, Structure & Design
HR 105	Accounting for Managers	I – Financial Accounting II – Cost & Management Accounting
HR 106	Statistics for Management	I – Descriptive Statistics II – Inferential Statistics
HR 107	Environment Management	I – Values & Ethics in Business II – Environmental Management & Control
HR 108	Psychology & Social Structure	I - Indian Society & Culture II - Fundamentals of Psychology in Business

HR 101 : Managerial Economics

Module I: Micro Economics

1. **Micro Economics:** Introduction Scope & nature of Economics; Relationship to functional areas of management and business, Scope and Nature of Managerial Economics.
2. **Demand Analysis:** Demand functions – factors and features – ordinary and compensated demand – time characteristics of demand; Price and income elasticity; Income and substitutions effects. Substitutes and complements; Demand forecasting.
3. **Production, Cost & Profit Analysis:** Short run and long run theories of production, Nature of cost-short and long term cost functions, empirical cost functions, Optimization.
4. **Market Structure and Pricing:** Market structure and degree of competition; Perfect competition, monopoly, monopolistic & imperfect competition, oligopoly market, game theory; pricing of multiple products, transfer pricing, peak load, pricing, piece discrimination
5. **Market Failure & Regulation:** Externalities and market failures, responses to market failures.
6. **Investment Analysis:** Time value of money, Investment valuation

Books Recommended:

1. Henderson & Quandt – Macro Economics – A Mathematical Approach
2. Koutsoyiannis – Modern Micro Economics
3. Cohen & Cyert – Theory of Firm
4. Curwen – Theory of Firm
5. Curwen – Managerial Economics
6. K.Basu – Lectures in Industrial Organization
7. Hal Varian – Intermediate Microeconomics
8. Mankiew – Managerial Economics
9. David Kreps – A course in Microeconomics

HR 101 : Managerial Economics

Module II: Macro Economics & Economic Policies

1. **National Income Accounting:** Methods and problems in accounting
2. **Income Determination Models:** Theory of consumption and multiplier; Marginal efficiency of Capital and Investment; Quantitative Theory of Money; Keynesian Money demand function.
3. **IS-LM Framework:** Monetary and Fiscal Policies – Macro – stabilization.
4. **The Complete Keynesian Model.**
5. **Business Cycles:** Types, Features, Properties - AD-AS model – Response to demand management policies – the fiscalist – monetarist debate – The free market argument – asymmetric self-adjustment process – role of & need for government intervention in the market process.
6. **Inflation and Unemployment:** Theories of Unemployment; Government Policies on Unemployment; Phillip’s Curve; Stagflation Process.
7. **Elements of Open Economy:** Balance of Payment, Foreign Exchange Market; Exchange Rate Systems; International Capital Movements.

Books Recommended:

1. Samuelson, Paul & Nordhans – Economics
2. Robert Gordon – Macro economic
3. Lipsy R. G. – Introduction to Positive Economics
4. Dornbusch & Fisher – Macro economics

HR 102 : Economic Environment of Business

Module I: Indian Business Environment

- 1. Introduction and Definition:** Business and its emergence, concept of environment and its analysis, types of environment - micro and macro environment, concept of business strategy with respect to environment
- 2. Economic Environment (with special emphasize to economic policies adopted in India) :** Various economic systems, Union Budget, Tax structure, Fiscal Policy, Capital market and Money Market, Monetary Policy, SEBI guidelines relating to capital market issues, Finance Commission, Foreign Trade policy, Industrial policy (including SSI) since 1991, Economic Liberalization, Public sector vis-à-vis Privatization, Policy for Navaratnas
- 3. Banking System :** Role of Central Bank, Role of Commercial Banks, Non-banking financial institutions, Development Banking, Development Financial Institutions
- 4. Political Environment :** Government's role in Business: Regulatory role, Infrastructure Development, Entrepreneurial role of government, Indian Political Institutions
- 5. Socio-cultural Environment :** Impact of socio-cultural environment on business, Responsibility towards consumers, employees, communities (Corporate Social Responsibility), Corporate Governance.
- 6. Legal Environment (with special emphasize to Indian acts) :** Consumer Protection Act, MRTP Act, Negotiable Instruments Act, Cyber Laws

Books Recommended:

1. Vivek Mittal - Business Environment; Excel Books
2. Justin Paul - Business Environment; TMH
3. Ashwathappa - Essentials of Business Environment ; Himalaya
4. Francis Cherunilam - Business Environment, Himalaya Publishing House

HR 102 : Economic Environment of Business
Module II: International Economy

1. **International Trade:** Theories of absolute and comparative advantage – Hecksher – Ohlin Model of Free trade – Factor Price Equalization – Gains from Trade – Trade policy and LDCs – Tariffs
2. **International Business:** Types and Forms of Capital Movement – MNCs, TNCs, Foreign Collaboration – JVs – Subsidiaries
3. **International Monetary System and Institutions:** Fixed vs. Floating Exchange Rates – Betton Woods to European Monetary System - WTO – World Bank – IMF
4. **International Environment:** Role of WTO, GATT, IMF, IBRD, Asian Development Bank, OPEC, ASEAN, NAFTA, Foreign Investment - different types, significance and control of foreign direct investment, Role of Multi-National Corporations

Books Recommended:

1. International Economics – Bosodersten and Geoffrey reed
2. International Economics – Miltiades Chacholiades
3. International Economics – Dominick Salvatore

HR 103: Management Principles

Module I: Management Principles - Planning & Organizing

1. **Introduction to Management :** Organisation and the Need for Management, Functions of Management, Role of Managers, Management Level and Skills
2. **Planning:** Importance of Planning, Types of Plans, Planning Process, Steps in Planning Levels of Planning, Techniques of Planning of different resources, Management by Objectives (MBO)
3. **Strategic Management :** Mission of Goals, SWOT Analysis, Portfolio Analysis, BCG Matrix, 7Ss of Mckinsey, Strategic Models and Choices, Levels of Strategy, Implementing Strategy
4. **Organizing:** Organization Structure, Formal and Informal Organizations, Departmentation, Line and Staff Functions, Span of Management, Centralization and Decentralization, Authority and Power, Delegation, Committees, Organizing Resources – Physical, Financial, Technical, Material, Human

Books Recommended:

1. S. P. Robbins: Managing Today, Prentice-Hall
2. J. Stoner & R. F. Freeman: Management, Prentice-Hall
3. J. L. Massie: Essentials of Management, Prentice-Hall
4. R. L. Daft: Management, Thomson
5. H. Koontz & H. Weihrich: Essentials of Management, Tata McGraw Hill

HR 103: Management Principles

Module II: Management Process – Directing & Controlling

- 1. Directing:** Definition and Purpose, Principles of Directing, Leading Employees – Theory & Styles, Motivating Employees – Theories & Application, Motivation Strategies, Communication – Types, Process, Managerial Practices in Directions, Coordination – Functional and Inter-functional, Support Services, Directing Resource – Physical, Financial, Technical, Human, Information
- 2. Controlling :** Purpose and Importance, Areas of Control, Control Methods & Process, Planning – Controlling Linkage, Standards and Measurement of Performance, Performance Control – Monitoring and Correction System, Budgetary Control Methods, Integrated Control System – Physical, Financial, Technical, Human, Information
- 3. Managerial Decision – Making :** Principles of Decision – Making, Steps in Decision-Making, Types of Decisions, Decisions-Making Process, Aids in Decision-Making, Errors in Decision-Making, Evaluating Cost of Decisions
- 4. Management Policy:** Policies and Procedures of Business, Sector-wise Policies (PSU, Pvt. Sector, Family Business, Govt. Dept, Other Bodies), Function-wise Policies (Technology, Finance, Market, HR)

Books Recommended:

1. S. P. Robbins: Managing Today, Prentice-Hall
2. J. Stoner & R. F. Freeman: Management, Prentice-Hall
3. J. L. Massie: Essentials of Management, Prentice-Hall
4. R. L. Daft: Management, Thomson
5. H. Koontz & H. Weihrich: Essentials of Management, Tata McGraw Hill

HR 104 : Organisational Behaviour
Module I: Individual and Group behavior

1. **Organizational Behaviour (OB) – Overview :** Foundation of OB, Field of OB, Contributing Disciplines, Importance of OB in Industry
2. **Group Behaviour:** Characteristics of Group, Types of Groups, Group Development Stages, Group Dynamics – Power, Politics, Roles, Informal Groups
3. **Conflict in Organization:** Sources of Conflict, Types of Conflict, Conflict Process, Conflict Resolution – Principles & Practices
4. **Attitudes, Job Satisfaction:** Types of attitude, Attitude and consistency, Cognitive dissonance, Determinants of job satisfaction, Measurement of attitude and satisfaction.
5. **Managing Stress:** Understanding Stress, Sources of Stress, Consequences of Stress Management

Books Recommended:

1. S. P. Robbins: Organizational Behaviour, Prentice-Hall
2. Fred Luthans: Organizational Behaviour, McGraw Hill
3. Kavita Singh: Organizational Behaviour, Text & Cases, Pearson
4. Uma Sekaran: Organizational Behaviour, Text & Cases, McGraw Hill
5. Mary J. Hatch: Organizational Behaviour, Oxford University Press

HR 104 : Organisational Behaviour
Module II: Organisation Theory, Structure & Design

- 1. Organization Theory : Basic & Fundamentals**
- 2. Classical Theories :** Administrative Theory (Henri Fayol)
Scientific Management Principles (F W Taylor)
Theory of Bureaucracy (Max Weber)
- 3. Neo-Classical Theory :** Human Relations Approach (Elton Mayo – Hawthorne experiments)
- 4. Modern Theory – Contemporary Approaches:**
Behavioural Approach (Motivation & Leadership Approaches)
Systems Approach (Socio-Technical System – Tevistock School)
Quantitative Approach
Contingency Approach (Situational Factors – Technology, Environment)
- 5. Organization Structure & Design :** Types of Organizational Structure (Product bases, Function based, Location/Area based, Virtual)
Determinants of Design, Design Options – Technology, Size, Nature of Business, Product Life Cycle

Books Recommended:

1. S. P. Robbins: Organizational Behaviour, Prentice-Hall
2. Fred Luthans: Organizational Behaviour, McGraw Hill
3. Kavita Singh: Organizational Behaviour, Text & Cases, Person
4. Uma Sekaran: Organizational Behaviour, Text & Cases, McGraw Hill
5. Mary J. Hatch: Organizational Behaviour, Oxford University Press

HR 105: Accounting for Managers
Module – I: Financial Accounting

1. Conceptual Framework
2. Introduction to Accounting standards and IFRSs
3. The Accounting Cycle and Preparation of Financial Statements
4. Corporate Financial Statements: Presentation and Disclosure
5. Financial Statement Analysis

Books Recommended:

1. Narayanswamy, PHI – Managerial Accounting
2. Bhattacharyya, A. PHI (Essentials of Financial Accounting
3. Banerjee, Ashok, Financial Accounting..., Excel Books
4. Kishore Ravi M. – Cost & Management Accounting
5. Banerjee B - Cost & Management Accounting
6. Bhattacharyya A. - Cost & Management Accounting

HR 105: Accounting for Managers

Module – II: Cost and Management Accounting

1. Cost concepts and need for cost management (Strategic cost management)
2. Ascertainment and absorption of cost.
3. CVP analysis; Marginal Costing and Managerial Decision Making.
4. Cost control through budgets and standards (introductory aspects).

Books Recommended:

1. Narayanswamy, PHI – Managerial Accounting
2. Bhattacharyya, A. PHI (Essentials of Financial Accounting
3. Banerjee, Ashok, Financial Accounting., Excel Books
4. Kishore Ravi M. – Cost & Management Accounting
5. Banerjee B - Cost & Management Accounting
6. Bhattacharyya A. - Cost & Management Accounting

HR 106: Statistics for Management
Module I: Descriptive Statistics

Collection and presentation of data; Frequency Distribution; Measures of Central Tendency, Dispersion, Skewness & Kurtosis, Correlation & Regression, Time-series Analysis, Index Number Analysis.

Books Recommended:

1. Chandha, N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S. P. and Gupta M. P. *Business Statistics*, new Delhi, Sultan Chand, 1997
3. Kazmier, L. J. and Pohn, N. F. *Basics Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard L. and Rbin David S. *Statistics for Management*. New jersey, Prentice Hall Inc., 1995.
5. Terry, Sineich, *Business Statistics by Examples*. London, Collier Mac Millan Publishers, 1990.

HR 106: Statistics for Management
Module II: Probability Theory

Probability Theory and Probability Distributions – Binomial, Poisson, Normal and Exponential; Types of Samples-Random Sampling Techniques
- Sampling Distributions – Sampling Error – Estimation

Books Recommended:

1. Chandha, N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996
2. Gupta, S. P. and Gupta M. P. *Business Statistics*, new Delhi, Sultan Chand, 1997
3. Kazmier, L. J. and Pohn, N. F. *Basics Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard L. and Rbin David S. *Statistics for Management*. New jersey, Prentice Hall Inc., 1995.
5. Terry, Sineich, *Business Statistics by Examples*. London, Collier Mac Millan Publishers, 1990.

HR 107: Environment Management

Module I: Values & Ethics in Business

1. **Introduction:** Nature of business ethics; ethics and morality; ethics versus law; Kohlberg's six stages of moral development; levels of ethical analysis.
2. **Ethical Principles in Business:** The teleological approach; the deontological approach; the virtue ethics approach; the systems development approach; ethical relativism.
3. **Business Ethics and Strategy:** Strategic vision, ethical stance, corporate philosophy and Freeman's concept of enterprise strategy; business and society – the stakeholder theory versus social contract theory of the firm; various nuances of corporate social responsibility.
4. **Managing Ethical Dilemmas:** Dilemma versus decision; characteristics of ethical dilemmas; the dilemma resolution process.
5. **Application of Business Ethics in HRM:** Workplace ethical issues – whistle-blowing; insider trading; employee discrimination; sexual harassment; corporate espionage; ethical dilemmas in human resources management; ethics in multinational companies (MNCs)
6. **Leadership Ethics:** Personal integrity and self-development; wisdom-based leadership, Ethical Leadership.
7. **Ethics & Social Responsibility**

Books Recommended

1. Boatright, J. R. *Ethics and the Conduct of Business*, Personal Education
2. Chakraborty, S. K., *Ethics in Management*, Oxford
3. Hosmer, LRT, *The Ethics of Management*, Universal Book Stall
4. Petrick, J. A. and Quinn, J.F., *Management Ethics: Integrity at work*, Response Books
5. Velasquez, M.G., *Business Ethics: Concepts and Cases*, Prentice Hall of India

HR 107: Environment Management

Module II: Environmental Management & Control

1. **Resources:** Natural and Human. Ecosystems and Eco-system Management. Resources and the Environment.
2. **Development and Environment:** Sustainable Development. Market and Market failure: Externalities, Common property resources and Public goods.
3. **Environment Valuation:** Environmental impact assessment. Environment audit. Environmental quality standard and certification. Environmental Management System: ISO14000.
4. **WTO and Environment:** Climate change implications of business.
5. **Pollution Mitigation:** Command and Control strategies, Incentive-based strategies, Technology-based strategies.
6. **Environmental Laws in India:** Overview
7. **Intra-mural Environment:** Organizing for corporate environmental management. Workplace environment. Indoor pollution. Waste minimization and House keeping.
8. **Environmental risk:** Industrial disaster management.

Books Recommended

- 1 Barry C. Field, Environmental Economics: An Introduction. McGraw-Hill International
- 2 Rabindranath Bhattacharya (edited), Environmental Economics. (OUP)

HR 108: Psychology and Social Structure

Module I: Indian Society and Culture

- 1. Indian Society: Unity in Diversity:** Demographic Profile – Language based, Religion based and Region based diversity in Demography of India
Sociological outline of Agrarian India, Urban Indian and Tribal India,
Intersections of Society, Culture and Politics (As in Francine R. Frankal)
- 2. Elements of Social Structure**
 - Caste – Contradiction and Conflict
 - Tribe – Features of Tribal Society – Tribes in Conflict (Protests against Displacement and Development) – Insurgency.
 - Class Structure – Nature of Class Conflict in India
 - Middle Class – Features – Consumerist Turn
 - Inequality and Poverty in India
- 3. Religion** – Multiplicity of Religions
Beliefs and practices, Identity formation
Culture – India’s composite culture with reference to Religion and Public culture – cultural globalization and Indian culture
- 4. Socio Economic Problems**
Population, Poverty and Malnutrition, Illiteracy, Unemployment, Child Labour, Alcoholism and Drug, Occupational Disease, Terrorism, Crime.
- 5. Social Change**
Effects on Community, Impact on Family Structure and Gender Roles, Household Economy, Child and Aged in the family, Quality of Life
- 6. State and Society**
Responses to Social vulnerability - State and NGO

Books Recommended

1. S.C. Dube: Indian Society
2. Yogesh Atal: Changing Indian Society
3. Francine R Frankel: Contextual Democracy: Intersections of society, culture and politics in india’ in Francine R. Frankel, Zoya Hasan, Rajeev Bhargava and Balveer Arora [eds]
4. Transforming India: Social and Political Dynamics of Democracy
5. M N Srinivas [ed] Caste: its twentieth century avatar
6. Yogesh Atal: Changing Indian Society
7. T K Oommen: Social Movements: Concerns of equity and security, vol 1 & 2
8. Varma, P K , The Great Indian Middle Class
9. Ruchira Ganguly – Scrase and Timothy J Scrase,: Globalizational and Middle Caste in India
10. Abid Husain: The National Culture of India
11. Arjun Appadurai: ‘Public Culture’ in Veena Das [ed] The Oxford Indian Companion on Sociology and Social Anthropology
12. M N Srinivas: Village, Caste, Gender & Method, OUP
13. Andre Beteille: Society and Politics in India, OUP
14. Ram Ahuja: Social Problems in India, Rawat Publications

HR 108: Psychology & Social Structure

Module II: Psychology in Business

- 1. Introduction:** Definition, Scope, Methods and Branches of Psychology (Industrial/Organizational Psychology). Different school of approaches: Behaviouristic approach, Gestalt school, Psychoanalytic school etc.
- 2. Perceptual Process:** Factors influencing perception, Perceptual Constancy & Attribution theory, Techniques in Perception and its application.
- 3. Learning:** Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Effect of Punishment
- 4. Individual Decision Making:** Rationality & creativity in decision making, Normative and cognitive models, organizational decision-making process and individual differences.
- 5. Personality & Emotional Intelligence:** Foundation of Individual behaviour and Ability; Determinants of personality, Traits & personality attributes, personality assessment. Concept of IQ, EI and EQ, Mind and emotion, applying EQ in organizations, Managing emotion

Books Recommended

1. Munn, N. L, Ferland, L. D. and Ferland, P.S.: Introduction to Psychology, Oxford, IBH Publishing
2. Morgan, C.T. King, R. A., Weisz, J.R. and Schopler, J. : Introduction to Psychology, McGraw Hill
3. Robbins, S.P., Organizational Behaviour, PHI
4. Goleman, D., Working with Emotional Intelligence; Bloomsbury
5. Singh, Dalip, Emotional Intelligence at Work, Response Books

Semester – II (2010-12)

HR 201	Operations & Quality Management	I – Production & Materials Management II – Quality Management
HR 202	Finance & Marketing Functions	I – Financial Management II – Marketing Management
HR 203	Labour Economics	I – Micro Economics of Labour II – Macro Economics of Labour
HR 204	MIS	I – MIS- I Fundamental of MIS II - MIS – II Computer Applications
HR 205	Human Resource Management - I	I – Manpower Planning II – Recruitment & Selection
HR 206	Industrial Relations	I – Industrial Relations – Concepts & Framework II – IR-Management of Industrial Disputes
HR 207	Research Methodology	I- Research Instruments & Analysis II- Quantitative Methods – Tools & Applications
HR 208	Term Paper	

Paper HR-201: Operations & Quality Management

I – Production & Materials Management

II – Quality Management

Module-I: Production & Materials Management

1. Production planning and control: production systems, types of production, re-planning and control functions, relations with other departments, efficiency of production planning and control – scheduling – Gantt Charts.
2. Plant maintenance and materials handling: types of maintenance – preventive, predictive and overhaul, selection of good materials handling equipment, methods of materials handling.
3. Work study: method study, motion study, work measurement, performance rating, work sampling, time study.
4. Operations management: operations scheduling, job shop, batch shop and service systems, PERT, CPM, Inspection & Quality Control, TQM.
5. Inventory planning and control: EOQ models – without shortage, with shortage, with price breaks, effect of quality discount, ABC, FSN, VED classification, inventory control: perpetual, two-bin and periodic inventory system, material requirements planning (MRP) and just in time (JIT).

Books recommended:

1. S N Chary: Production and Operations Management: Tata McGraw Hill
2. Panneerselvam, Production and Operations Management, PHI
3. Adam, Production and Operations Management, Pearson Education /PHI
4. Altekar, Production Management, Jaico
5. Gaither, Operations Managements, 9th ed, Thomson Learning
6. N G Nair: Production and Operations Management: Tata McGraw Hill
7. E S Buffa & R K Sarin: Modern Production/Operations Managemen

Paper HR-201: Operations & Quality Management

Module-II: Quality Management

Fundamentals of TQM ; The Evolution of Quality ; Terms and Definitions ; Concept of Internal and External Customer ; Changing Market Environments ; Capturing Voice of Customer ; Parameters of Product and Service Quality ; Concepts and Philosophies of TQM ; Concept of Process and System ; Process structure and requirements ; Quality Planning ; Quality Improvement -Incremental and Breakthrough ; The Plan-Do-Check-Act Cycle ; Sources of Variation ; Statistical Process Control ; Quality Management System - ISO 9000 ; Quality Management Principles ; Problem Solving Tools and Techniques ; (Quality Circle Techniques) ; Process Capability ; 6 Sigma Methodology ; Failure Mode and Effect Analysis ; Mistake Proofing – Poka Yoke ; 5-S and Housekeeping ; Lean Management and Waste Reduction ; Total Productive Maintenance ; Benchmarking ; People Involvement in TQM ; Economics of Quality ; Business Balanced Score Card ; Business Excellence Models.

Books Recommended:

1. J. M. Juran & Frank M Gryna - Quality Planning & Analysis
2. D. D Sharma - Total Quality Management Principles Practice & Cases
3. Joseph Juran & A. Blanton Godfrey (Ref Copy) - Jurans Quality Handbook
4. Masaki Imai - Kaizen: The Key to Japan's Competitive Success
5. Douglas Montgomery, Cheryl Jeennings & Michael E P fund -Managing, Controlling and Improving Quality
6. James R Evans and James W. Dean - Total Quality: Management, Organisation & Strategy

Paper HR-202: Finance & Marketing Functions

I – Financial Management

II – Marketing Management

Module-I: Financial Management

1. Introduction: Concept of finance and functions of financial management; objectives of the firm; time value of money and risk-return relationship.
2. Cost of capital, operating and financial leverages.
3. Capital structure theories.
4. Investment Decisions:
 - (a) Working capital management
 - (b) Capital Budgeting

Books recommended:

1. Banerjee, B., Fundamentals of Financial Management, Prentice Hall of India
2. Van Horne and Wachowicz, Fundamentals of Financial Management, Pearson
3. Chandra, P., Financial Management, - Theory and Practice, Tata McGraw Hill

Paper HR-202: Finance & Marketing Functions

Module-II: Marketing Management

1. Concept of Marketing and Marketing Management, Marketing as a Business Process,
Marketing Environment, Relationship of Marketing Department with Production, Finance, Purchase and Human Resource Department, Demand and Market, Concepts of Consumer Marketing, Industrial Marketing and Services Marketing.
1. Understanding the Consumer:
Concept of Macro Segmentation, Targeting and Positioning, Five Stage Model of Consumer Buying Process.
2. Elements of Marketing:
Concept of Marketing Mix, Product Management (Defining Product, Product Hierarchy, Introduction to PLC), Pricing (Factors influencing Pricing, Methods of Pricing), Channel Management (Levels of Channel, Role of Channel Intermediaries.), Marketing Communication and its stages with brief orientation of various theories, Promotion Management (Promotion Mix, Concept of Advertising, Sales Promotion, Public Relation).
3. Management and Control:
Managing a Sales Team (Basics of Motivation & Training of Sales Force), Evaluation of Sales Personnel's Performance, Compensation of Sales Force.
4. Emerging issues of Marketing.
Rural Marketing, Global Marketing.

Books recommended:

1. Kotler Philip, PHI, New Delhi - Marketing Management
2. Sontaki, C.S., Kalyani Publishers, New Delhi - Marketing Management
3. Kumar, A. & Meenakshi, N., Vikas Publishing House, New Delhi.- Marketing Management
4. Blois, K., Text Book of Marketing Oxford Publishing House , New Delhi.
5. Cundiff, Still & Govoni., PHI, New Delhi - Sales Management

Paper HR-203: Labour Economics

Module – I (Micro Labour Economics)

Module – II (Macro Labour Economics)

Module – I (Micro Labour Economics)

1. Introduction – Approaches to labour economics: Neo-classical; Keynesian & Post-Keynesian; Institutional; Marxian.
2. Demand for Labour – Marginal Productivity theory; labour as semi-fixed cost; elasticity of labour demand – factor substitution; technical progress; short-run vs. long-run labour demand; Demand for labour under different market conditions.
3. Supply of labour – Neo-classical approach: labour supply with family income; with non-wage income – the endowment approach; alternative uses of , and approaches to, time and work.
4. Theory of human capital – role and economies of training and education; migration and human capital; wage differentials and wage differences in different occupations.
5. Internal labour markets and wage structure.

References:

1. Stephen W Smith - Labour Economics
2. Ronald G Ehrenberg & Robert S. Smith - Modern Labour Economies: Theory & Public Policy
3. Hamermesh Rees - The Economics of Work and Pay
4. David Sapsford Zafiris Tzannutos - Current Issues in Labour Economics (ed)
5. P R G Lay and A Walters - Micro Economic Theory
6. Bruce E Kaufman - The Economics of Laour Markets and labour Relations
7. Alison L Booth - The Economic of the Trade Union Behaviour
8. Martin Bronfenbrenner - Income Distribution Theory

Paper HR-203: Labour Economics

Module – II (Macro Labour Economics)

1. Behaviour of the macro labour market – Neo-classical approach; alternative approaches
2. Trade Unions – Role and objectives; collective bargaining; alternative trade union theories ; economic effects of trade unions
3. Distribution of Income and relative income shares – neo-classical; post-Keynesian; Marxian approaches
4. Wage inflation and income policy

References:

1. Stephen W Smith - Labour Economics
3. Ronald G Ehrenberg & Robert S. Smith - Modern Labour Economies: Theory & Public Policy
3. Hamermesh Rees - The Economics of Work and Pay
4. David Sapsford Zafiris Tzannutos - Current Issues in Labour Economics (ed)
- 5 P R G Lay and A Walters - Micro Economic Theory
6. Bruce E Kaufman - The Economics of Laour Markets and labour Relations
7. Alison L Booth - The Economic of the Trade Union Behaviour
8. Martin Bronfenbrenner - Income Distribution Theory

Paper HR-204: MIS

I – MIS- I Fundamental of MIS

II - MIS – II Computer Applications

Module – I: Fundamental of MIS

MIS: Definition, Concept, Characteristics, Factors of designing successful MIS, Steps involved in setting up MIS, Advantages of MIS, Problems involved in installing and operating MIS, MIS growth stages theory in an organizations, Limitations of MIS, Status of MIS personnel. Dimensions of information need at different levels of management, Uncertainty absorption & planning, organizing and controlling.

Decision Support System: Characteristics, Ingredients, Formulation of programmed decision rules.

Reporting: General principles, Types of reporting, Considerations of developing management reporting system.

Information Systems for Functional Areas: Accounting information system, Financial information system, Marketing information system, Human Resource information system, Production information system, Materials Handling information system.

Database Management System: Introduction, Facilities of database, Database Administrator, Abstract architecture for a database system – External level, Conceptual level, Internal level, Schema and Sub-schema, DBMS in operational steps, DDL, DML.

Data structures and corresponding operations – Relational approach, Hierarchical approach, Network approach, Relational approach – Relations, Tuples, Attribute, Domains, Cardinality, Idea of Normalization. Enterprise Management System/ Enterprise Planning Business Process Re-engineering. Introduction to E-Commerce.

Paper HR-204: MIS

Module – II Computer Applications

Problems solving tools:

Flowcharts: Concepts, advantages and disadvantages of flow charts, Problem solving using flowcharts.

Decision tables: Concepts, advantages and disadvantages of decision tables, Problem solving using decision tables.

Problem solving using Electronic Spread Sheet: (MS-Excel): Data entry and saving in a file, Excel commands, Problems and solutions using Financial functions, logical functions, Statistical functions, Pivot tables, Macros.

Problem solving using RDBMS: Data base files and related commands, Memory variables and related commands, RDBMS functions, Program files and related commands, Programming techniques (loop setting, condition setting) other commands.

Communication and Computer Networks:

Concept of Data Communications, Transmission modes [Simplex Half duplex, full duplex, serial, Parallel, Synchronous, Asynchronous], communication media, Wireless and Satellite communication, Wireless Broad Band, WAP, Network components – switch, router, Gateway.

Network concepts: Types – LAN, WAN, MAN, VAN, SAN

Various topologies: Bus, Star, Ring, Mesh, Tree

Protocol Models: OSI, TCP/IP

Internet concepts: IP address, URL, DNS.

Internet Protocol: TCP/IP, UDP, HTTP, FTP, Telnet

Website designing using MS-Front page

Books recommended (I & II):

- 1) Murdick & Ross – MIS – PHI
- 2) George M. Scot – Principles of MIS – McGraw Hill
- 3) Date C. J. – Database Management System
- 4) Basandra Suresh K. – Computer systems today – Wheeler.
- 5) Introduction to Information technology, ITLESL - Pearson Education
- 6) Fundamentals of Computers – Sinha & Sinha, BPB publication

Paper HR-205: Human Resource Management - I

I – Manpower Planning

II – Recruitment & Selection

Module I: Manpower Planning

1. Evolution of HRM as a subject, HRM functions, roles and process.
2. Basics of HR Planning. Methods and Techniques: Demand forecasting, Managerial estimates, Trend analysis, Markov Analysis, Utilisation analysis, Work Study, Supply forecasting, Inventory analysis, Wastage analysis, Balancing supply and demand, Issues of shortage and surplus.
3. Job Analysis and Job Evaluation: Job analysis, concepts, process, uses, limitations; Job Description, Job Specification; Job Evaluations: concepts, methods, limitations.
4. Competency & Skill Analysis in HR Management.
5. HR Plan, Implementation strategies: Recruitment, Redeployment, Redundancy, Retention, Productivity plan, training plan, Career plan, Succession plan, strategic reward management.

Books recommended

1. D J Bell, Planning Corporate Manpower, Longman
2. J W Walker, Human Resource Planning, Mc Graw Hill
3. B O Pettman & G Taverneir, Manpower Planning Workbook, Gower
4. M Bennison & J Casson, The Manpower Planning Handbook, Mc Graw Hill
5. ILO, Job Evaluation
6. G Bolander, S Snell & A Sherman, Managing Human Resources, Thomson
7. C B Mamoria & S V Gankar, Personnel Management, Himalaya
8. N P Rajsekharan, Competency Web, University Press
9. Strategic HRP, Paul Turner, Jaico

Paper HR-205: Human Resource Management - I

Module II Recruitment and Selection

1. H R Policy: Purpose, Basis, Coverage; Policies on Recruitment, Promotion, Transfer, Compensation, Leave, Working hours, Holidays, Development and training, Retention, Discipline and Separation.
2. Recruitment: Recruitment Plans; Requirement analysis; Sources; Job Specification; Job Description; Notification; Application Bank; Process of Recruitment & Strategic Choice; Budget Compliance in Recruitment; E-Recruitment.
3. Selection: Methods; Test; Group Discussion; Interview; Interview Techniques and Skills; Problems in Selection; Verification; Appointment.
4. Placement and Induction: Objectives; Procedures and Programmes.
5. Redployment of Manpower: Promotion- Procedure & Programme; Demotion; Transfer- Purpose and Procedure.
6. Special Recruitment: Recruitment of Casuals, Special Appointees, Alternative Staffing Options.

Books recommended

1. Rd Gatewood & H S Field, Human Resource Selection, The Dryden Press.
2. D Arthur, Recruiting, Interviewing, Selection and Orienting New Employees, American Management Association.
3. P B Beaumont, Human Resource Mangement, Sage.
4. A Monappa & M S Sayadin, Personnel management, Tata Mc Graw Hill
5. K K Chaudhuri, HRM Principles and Practices, Himalaya.

Paper HR-206: Industrial Relations

I – Industrial Relations – Concepts & Framework

II – IR-Management of Industrial Disputes

Module I: Industrial Relations – Concepts & Framework

1. Employee Relations: Meaning and scope, Theoretical Background of ER, Parties to ER, Industrialisation Strategy and ER.
2. ER in India: Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions.
3. Industrial Disputes: Causes, Types, Trends.
4. Labour Welfare and ER: Concept, Purpose, Statutory and Non-statutory provisions, ILO Conventions
5. Globalisation and ER.

Books recommended

1. I R : C S Venkata Ratnam, Publisher OUP
2. I R : Arun Monappa, Publisher Tata McGraw-Hill
3. I R : Ratna Sen Publisher Macmillan India
4. HRM Texts and Cases: K Aswathappa, Publisher Tata McGraw-Hill
5. H R Strategy: George F Dreher & Thomas W Dougherty, Publisher Tata McGraw-Hill

Paper HR-206: Industrial Relations

Module II: Industrial Relations Management of Industrial Disputes

1. Human Resource Management (HRM) and Industrial Relations (IR):
Conflicts and Complementarities from managerial viewpoint
2. Dynamics of Industrial Relations in India:
 - a. Significance of IR, Conflicts and Disputes,
 - b. Trade Unions, Employers' Federations
 - c. Dispute Settlement Machinery
 - d. Wages and IR, Collective Bargaining,
 - e. Labour Welfare and Social Security
 - f. Employee Discipline and Domestic Enquiry
 - g. Employee Grievances
3. Industrial Democracy and Employee Participation, Worker Development
4. Labour Policy over the Five Year Plans: Roles of Management, Trade Union and Government
5. India and the ILO
6. Globalization and its impact on Labour market institutions, processes and workers
7. Major Employment Relations Laws
 - (1) Trade Unions Act, 1926
 - (2) Industrial Employment (Standing Orders) Act, 1946
 - (3) Industrial Disputes Act, 1947
 - (4) The Payment of Bonus Act, 1965
 - (5) Employees Provident Funds (and Misc. Provisions) Act, 1952
 - (6) Workmen's Compensation Act, 1923 (WC Act)
 - (7) Employees' State Insurance Act, 1948 (ESI Act)
 - (8) Payment of Gratuity Act, 1972 (PG Act)
 - (9) Child Labour (Prohibition & Regulation) Act, 1986

Books recommended

- 1 R : C S Venkata Ratnam, Publisher OUP
2. I R : Arun Monappa, Publisher Tata McGraw-Hill
3. I R : Ratna Sen Publisher Macmillan India
4. HRM Texts and Cases: K Aswathappa, Publisher Tata McGraw-Hill
5. H R Strategy: George F Dreher & Thomas W Dougherty, Publisher Tata McGraw-Hill

Paper HR-207: Research Methodology

Module I: Research Instruments and Analysis

Module II: Quantitative Methods – Tools & Applications

Module – I: Research Instruments and Analysis

Introduction: Meaning of research; Objective of research; Types of research

Problem Formulation and Research Design: Broad problem area, Literature survey; Problem formulation; Hypothesis development; Research design; Experimental design

Scaling Techniques and Questionnaire Design: Types of scale; Rating scales; Ranking scales; Scales for stimuli; Scales for respondents; Scales for both stimuli and respondents; Questionnaire construction; Checklist in questionnaire construction

Sampling Design and Data Collection: Selection of random sample; Probability and non-probability sampling techniques; Sampling distributions (statement only); Sample size decisions; Field work

Data Preparation and Data Analysis: Coding, editing and data entry; Tabulation of data; Univariate data analysis; Parametric and nonparametric tests; Analysis of variance; Overview of some bivariate and multivariate data analysis; Use of statistical packages.

Report Preparation and Presentation: The research proposal; Characteristic of a well-written report; Report format; Report presentation.

Books recommended

- 1 R. Panneerselvam (Prentice Hall of India) – Research Methodology
- 2 C. R. Kothari (New Age International Ltd) – Research Methodology
- 3 U. Sekharan (John Wiley and Sons) – Research Methods for Business
4. Saunders (Pearson Education) – Research Methods for Business Students
5. S. N. Murthy and U Bhojanna (Excel Books) – Business Research Methods
- 6 G. C. Beri (Tata McGraw Hill) – Marketing Research
7. N. Nargundkar (Tata McGraw Hill) – Market Research: Text and Cases
8. N. Malhotra (Pearson Education) – Marketing Research: An applied Orientation
9. P.E. Green, D. S. Tull and G. Albaum – Research for Marketing Decisions
10. G. V. Shenoy and M. Pant (Macmillan India) – Statistical Methods in Business and Social Science

Paper HR-207: Research Methodology

Module II: Quantitative Methods – Tools & Applications

Linear Programming Problem: Linear programming problem formulation; Graphical solution; simplex method; Duality; Dual simplex method

Transportation and Assignment Models: Transportation problems; The trans-shipment problem; Assignment problems; The traveling salesman problem

Decision Theory and Game Theory: Decision under uncertainty; Decision under risk; Game theory; Two person zero sum game; Pure and mixed strategy games

Network Analysis: Net work diagram; Time estimate for activity; programme evaluation and review technique; Critical path method; Network crashing

Queuing Models: Role of Poisson and Exponential distributions; Arrival and service pattern; Single server model; Multiple server model

Simulation Models: Discrete simulation models; Formulation and solution technique; Monte-Carlo simulation; Applications to business problem

Markov Analysis: Markov Process; Transition probability; Transition matrix; Brand switch analysis; Prediction of market share in future periods.

Books recommended

1. Anderson, D. R. Sweeny, D. J. and Williams, T.A. – An Introduction to Management Science, Thompson South-Western
2. Gupta, P. K. and Hira, D.S. – Problems in Operations Research, S Chand and Co
3. Kapoor, V.K. – Operations Research, Sultan Chand and Sons
4. Natarajan, A.M., Balasubramani, P. and Tamilsari, A. – Operations Research, Person Education
5. Sharms, J. K. – Operations Research – Theory and Methods, Macmillan
6. Srivastava, U.K., Shenoy, G.V. and Sharma, S.C. – Quantitative Techniques for Managerial Decisions, New Age International
7. Taha, H. – Operations Research, Prentice Hall
8. Vohra, N. D. – Quantitative Techniques in Management, Tata Mcgraw Hill

Paper HR-208: Term Paper

Detailed Syllabus Semester- III (2010-12)

HR 301	Human Resource Management – II	I – Human Resource Development II – Human Resource Utilization
HR 302	Employee Relations – I	I – Employee Relations – Principles & Practices II – Managing Employee Relations
HR 303	Employee Relations – II	I- Disciplining Employees II – Counseling Employees
HR 304	Performance Management	I – Performance Appraisal: Tools & Techniques II – Appraisals & Actions
HR 305	Compensation Management	I – Principles of Compensation II – Salary & Wage Administration
HR 306	Organizational Development	I – Management of Change II – Organizational Development Interventions Techniques
HR 307	Strategic & Sectoral HRM	I- Strategic H R Management II- Sector Specific HR Management
HR 308	Term Paper	

HR 301 Human Resource Management – II

Module I –Human Resource Development

1. **Human Resource Development** : An Introduction – Evolution, Meaning, Purpose & Process
2. **Training and Development** : Objectives and Importance, Role of Trainer, HR Manager and Line Manager
3. **Assessing Training Needs**: Organizational Analysis, Task Analysis, Individual Analysis, Role Analysis, Skill Analysis, etc.
4. **Individual Development through Training**: Designing Training Programme, Importance of learning principles to this end.
5. **Methods of Training** : On-the-job training, Off-the-job training; management development program

Books Recommended:

1. H. Aguinis: Performance Management, Pearson
2. Udai Pareek & T. V. Rao: Designing & Managing Human Resource Systems, Oxford & IBH
3. K. Aswathappa: Human Resource Management – Text & Cases, Tata McGraw Hill
4. B. Pattanayak: Human Resource Management, Prentice Hall
5. P. Jyothi & D.N. Venkatesh: Human Resource Management, OUP
6. K.K.Chaudhuri: Human Resource Management - Principles & Practices, Himalaya

HR 301 Human Resource Management – II
Module II – Human Resource Utilization

6. **Delivering Training Programmes:** Issues and concerns
7. **Evaluation of Training Programs :** Need, Techniques, Models
8. **Individual Development through Non-training :** Methods - Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation; Job Characteristic model, Matching of personnel with the job, Suggestion Schemes, Career Planning, Counselling
9. **Team Development Programmes :** Methods and Schemes - Quality Circle, Kaizen
10. **Technological Advancements in Training**

Books Recommended:

7. H. Aguinis: Performance Management, Pearson
8. Udai Pareek & T. V. Rao: Designing & Managing Human Resource Systems, Oxford & IBH
9. K. Aswathappa: Human Resource Management – Text & Cases, Tata McGraw Hill
10. B. Pattanayak: Human Resource Management, Prentice Hall
11. P. Jyothi & D.N. Venkatesh: Human Resource Management, OUP
12. K.K.Chaudhuri: Human Resource Management - Principles & Practices, Himalaya

HR 302 Employee Relations – I

Module I – Employee Relations – Principles & Practices

6. **Employee Relations:** Meaning and scope, Theoretical Background of ER, Parties to ER, Industrialisation Strategy and ER.
7. **ER in India:** Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions.
8. **Industrial Disputes:** Causes, Types, Trends.
9. **Labour Welfare and ER:** Concept, Purpose, Statutory and Non-statutory provisions, ILO Conventions
- 10. Globalisation and ER.**
6. **Background:** Industrial Relations vs Employee Relations, Assumption – Traditional vs New
- 13. Organizational and Behavioural Aspects of Employee Relations**
Nature and Type of Employees (needs, desires, aspirations, drive, motivation),
Managerial Assumptions about Employees.
- 14. Management of Employee Relations**
Practices in Industry, Power & Authority Structure, Organizational Politics, Conflict Handling, Consultation, Counselling, Mentoring, Building Positive Employee Relations and Work Culture.

Books Recommended:

1. C.V.Venkata Ratnam: Industrial Relations, OUP
2. E.A.Ramaswamy & Uma Ramaswamy: Industry and Labour, OUP
3. A. Monappa: Industrial Relations, Tata McGraw Hill
4. ILO: Collective Bargaining
5. B D Singh: Industrial Relations, Excel Books
6. Govt. of India: The National Commission on Labour (1969)

HR 302 Employee Relations – I
Module II – Managing Employee Relations

1. Grievance Handling

Definition & Legal Framework, Nature & Causes of Grievance, Model Grievance Procedure – Grievance Machinery, Grievance Procedure, Grievance Committee

2. Employee Participation and Labour-Management Relations

Constitutional and Legal Framework, Participation vs Collective Bargaining, Labour-Management Cooperation (Company level, Shop floor level), Workers' Participation Schemes, Quality Circles, Company Experience – Case Study

3. Collective Bargaining (CB)

Concept, Nature of CB, ILO Conventions

4. Legal Framework of CB

Determining CB Agent, Unfair Labour Practices, Code of Discipline in Industry (1958)

5. Levels of Bargaining and Agreements

National-level Agreements, Industry-cum-region-wide Agreements, Plant-level Agreements, Duration of Agreements, Coverage

6. International CB

Experience of Multi-national Corporations

7. CB and Stakeholders

Government, Employers/Management, Workers/Trade Unions, Consumers and Community

8. Negotiating Techniques and Skills

Situations (Win-lose, Lose-win, Lose-lose, Win-win), Stages of Negotiation, Bargaining, Factors contributing to the success and failure of CB, Closure and Agreement, Conditions for Mutual Gains in Bargaining.

9. Drafting of an Agreement

Books Recommended:

7. C.V.Venkata Ratnam: Industrial Relations, OUP
8. E.A.Ramaswamy & Uma Ramaswamy: Industry and Labour, OUP
9. A. Monappa: Industrial Relations, Tata McGraw Hill
10. ILO: Collective Bargaining
11. B D Singh: Industrial Relations, Excel Books
12. Govt. of India: The National Commission on Labour (1969)

HR 303 Employee Relations – II

I- Disciplining Employees

1. Changing Concept of meaning of discipline from ancient period to Modern era (Oriental and Occidental) with reference to Social, Economic, Political and Psychological Perspective
2. Discipline as a process of learned behaviour – Socialization – Role of institutions – family, educational institutions, society, organization. Reward and punishment as reinforce
3. Employee Involvement: Meaning, Methods, forms of involvement and participation, Planning for involvement and participation, etc.
4. Understand of Employment Practices: Terms and references of employment in terms of employment contracts, Transfer policy and procedure affecting attitude of the employees, Promotion procedure, Managing workforce diversity, Biographical characteristics and employment.
5. Disciplining and Communication – Interpersonal, communication – Barriers
6. Organisational Culture and discipline
7. Managerial and Leadership practices and discipline
8. Self discipline reference to our bodily system
9. Techniques of modifying behaviour

Books Recommended:

1. Developmental Psychology: Eligabeth. B. Hurlcok
2. A Handbook of Personnel Management Practices – M. Armstrong

HR 303 Employee Relations – II

Module II – Counselling Employees

1. **Counselling:** Definition, different approaches – Psychodynamic, Existentialism, Behaviouristic (cognitive), Humanistic, Eclectic Theories
2. **Problems of Behaviour:** (According to DSM IV TR) Special reference to Anxiety, Depression, Emotion, Stress and its consequences on performance. Intervention strategies and techniques. Absenteeism
3. **Employee Counselling:** Present Status. Work to family, family to work conflict – consequences
4. **Occupational Health Hazards:** General employees, IT jobs with special reference to Alcoholism, General diseases, HIV-AIDS. Intervention techniques and strategies
5. **Measurement of personality, Adjustment, Anxiety, Depression**
6. **Developing Counseling Skill:** Micro skill in Communication

Books Recommended:

1. Theories and Practice of Counseling and Therapy – Richard Nelson Jones, Sage
2. Counseling and Guidance – S. Narayana Rao, Tata McGraw-Hill
3. Theory and Practice of Group Counselling – Corey. G. Belmont
4. Workplace counseling: A systematic approach: Michael Carroll, 1996
5. The Integrations of Employee Assistance Work (2006) Mark Attitude, Pranita A. Herlihy

HR 304 Performance Management

I – Performance Appraisal: Tools & Techniques

1. Performance Appraisal & Evaluation

Purpose, Approaches – Subjective & Objective, Focus of Appraisal – All Employees or Managers, Benefits of Evaluation

2. Performance Appraisal Methods

Type of Appraisal – by Boss (Reporting & Reviewing Officer), By self, By Team or Mixed, Appraisal Instruments – Annual Confidential Report, Ranking, Critical Incident, Behaviorally, Anchored Rating, MBO

3. Appraisal Process

Issues and Problems, Practices in Industry, Anxieties of Appraiser & Appraisee, Steps in reducing Appraisal Problems

4. New Appraisal System

360 Degree Feedback, Potential Appraisal, KRA & KPI linked Appraisal, Joint Goal Setting & Appraisal, Practices in Indian Industries

5. Appraisal Interview

Types, Conducting the Appraisal Interview, Performance Improvement Guidelines, HR Scorecard, Role Play on Appraisal Interview

6. Performance Appraisal

Strategic Issues & Case Studies

Books Recommended:

1. H.Aguinis: Performance Management, Pearson
2. Udai Pareek & TV Rao: Designing & Managing Human Resource Systems, Oxford & IBH
3. K. Aswathappa: Human Resource Management – Text & Cases, Tata McGraw Hill
4. B. Pattanayak: Human Resource Management, OUP
5. P.Jyothi & D. N. Venkatesh: Human Resource Management, OUP
6. K. K. Chaudhuri: Human Resource Management – Principles & Practices, Himalaya

HR 304 Performance Management II – Appraisals & Actions

7. Performance Management System (PMS)

Introduction – Meaning, Purpose & Process, Organizational Culture and Performance, HR Strategy & Performance Planning, Organizational and Performance Feedback, Technology-based and Learning and Performance, Performance Appraisal to Performance Improvement

8. Performance Management (PM)

PM & Development programmes, PM & Reward Structure, Effects of PM – Retention, Commitment, Ownership & Belongingness, PM & Business Strategy linkage.

9. HR Audit

Audit & Accounting, Scope of Audit, Approaches (Comparative, Compliance, Statistical, MBO approach), Audit Process, Methodology (interview, workshop, questionnaires, Observations, Analysis or records), Challenges in HR Audit, Use of Audit Findings & Action Plan, Benefits of HR Audit.

10. Balanced Scorecard

Need for a Scorecard, Building a Balanced Scorecard, Balance Scorecard – Strategic Initiative.

11. HR Audit in Industry – Case Study

Books Recommended:

1. H.Aguinis: Performance Management, Pearson
2. Udai Pareek & TV Rao: Designing & Managing Human Resource Systems, Oxford & IBH
3. K. Aswathappa: Human Resource Management – Text & Cases, Tata McGraw Hill
4. B. Pattanayak: Human Resource Management, OUP
5. P.Jyothi & D. N. Venkatesh: Human Resource Management, OUP
6. K. K. Chaudhuri: Human Resource Management – Principles & Practices, Himalaya

HR 305 Compensation Management

I – Principles of Compensation

1. Objective and Important Issues in Compensation Management.
2. Concept of Wage and Salary : Theories of wage, minimum wage, fair wage, living wage, need-based wage, time & piece wage.
3. Elements of Wage and Employee Reward : Process of wage & salary determination, wage & salary structure, Dearness Allowance, Essential components of a sound wage structure.
4. Rewarding Performance : Issues & Challenges, Evaluating the rewarding system, Executive Compensation.
5. Job Evaluation and Job analysis
6. Performance based compensation
7. Severance compensation
8. International compensation

Books Recommended:

1. Compensation, Milkovich & Newman, Tata McGraw Hill
- 2 Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.
- 3.Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications (P) Ltd., Delhi - 91
4. Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher - Everest Publishing House.

HR 305 Compensation Management

II – Salary & Wage Administration

9. Machineries for wage & salary fixation : Pay Commission, Wage Board, Adjudication, Bargaining.
10. Techniques for Fixation of wage & salary : Job Analysis, Job Evaluation, Wage Differential, Market Rate Analysis.
11. Employee Benefits : Components & Trends in India, Bonus, Fringe Benefits, Incentive Schemes, Employee Stock Option Plan (ESPO).
12. Wage Legislations : The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Computation of Taxable Income under Income Tax Act.

Books Recommended:

1. Compensation, Milkovich & Newman, Tata McGraw Hill
- 2 Understanding Wage System by A.M.Sarma; Publisher - Himalaya Publishing House.
- 3.Compensation Management by V. Vijayalakshmi; Publisher - Virinda Publications (P) Ltd., Delhi - 91
4. Labour Cost and Compensation Management by Prof. A.P.Rao; Publisher - Everest Publishing House.

HR 306 Organizational Development

I – Management of Change

1. Organisational Change: Concept, Change Agent, Resistance to Change, Managing Planned Change, Need for organizational change/forces for change
2. Models and Dynamics of Change:
 - Types of change, Models and Theories of Planned Change
 - Lewin's change Model and Force-Field Analysis
 - Edgar Schein's Seven Stage Model
 - Kotter's Eight Stage for leading organizational change
 - Systems Models of change
 - Definition and characteristics of Systems, A System Model of Change (Fuque & Kurpius, 1993), David Nadler's Congruence Model showing Organization as a System
3. Resistance to Change:
 - Forms/Continuum of resistance to change, Sources of resistance to change: Why People resist change in the workplace, Managing resistance to change
4. Influence of Change in Organisational Behaviour, Innovations in management process.

Books Recommended:

1. S. P. Robbins: Organisational Behaviour, PHI
2. Fred Luthans: Organisational Behaviour, McGraw Hill
3. Mary J. Hatch: Organisational Behaviour, Oxford

HR 306 Organizational Development

II –Organisational Development Interventions Techniques

2. Foundations of Organisational Development (OD)
3. Entry and Contract
4. Organisational Diagnosis – India, Group & System Process
5. Survey Feedback, Action Research and OD
6. OD Intervention: An Overview
7. Individual and Interpersonal Intervention
8. Team / Group Intervention
9. Intergroup Intervention
10. Team / Group Intervention
11. Comprehensive Intervention
12. The OD Consultant: Role, Skill and Dilemmas
13. Success and failure of OD
14. Future of OD

Books Recommended:

1. S. P. Robbins: Organisational Behaviour, PHI
2. Fred Luthans: Organisational Behaviour, McGraw Hill
3. Mary J. Hatch: Organisational Behaviour, Oxford

HR 307 Strategic & Sectoral HRM

Module: I –Strategic HRM

1. Fundamentals of Strategic Management
2. Strategic HRM –Introduction, HR strategy and Business Strategy: Integration, The Harvard Framework The Intellectual Capital and Human Capital
3. Evolution of SHRM, Strategic fit, Models of Strategic HRM, Indian Context
Case discussion
4. Human Resource Environment – trends, HR Challenges and changes.
Technology and HRM, HR outsourcing – cases
5. Functional Strategies in HRM – Strategic HR Planning to Developing performance, compensation and reward strategy, mentoring relationship – case – discussion
6. Strategic Role of HR – the new mandate, Improving Business performance through SHRM
7. SHRM Practices in India: Case Studies

Books Recommended:

1. Armstrong Michael and Angela Baron: Handbook of Strategic HRM , Jaico Publishing House ,Mumbai 2006
2. Pfeffer, J. Competitive Advantage Through People , Boston, MA: Harvard Business School Press, 1994
3. Chanda A and J Shen HRM : Strategic Integration and Organisational Performance Response, 2009.
4. Dhar , Rajiv L; Strategic Human Resource Management Excel Books, New Delhi, 2008.
5. Fombran, C.J. N.M.Trichy and M. A.Devanna: Strategic Human Resource Management Wiley New York 1984

HR 307 Strategic & Sectoral HRM
Module II- Sector Specific HR Management

1. HRM and Employee Services
2. Changing Nature of Employment – with reference to IR Acts
3. Emerging Issues of HRM in Manufacturing
4. Emerging Issues of HRM in Services Sectors
5. Employment in IT and ITES
6. Best Practices in HRM in Manufacturing, Services: Bank, Insurance, IT, ITES – Case Studies
7. HRM in Public Enterprises, Non-profit sector.

Books Recommended:

1. Prof. Armstrong

Detailed Syllabus Semester – IV (2010-12)

HR 401	Legal Environment – I	I – Laws on Establishments (Factories Act) II – Laws on Establishments (Mining, Plantations, Shops & Establishments)
HR 402	Legal Environment – II	I - Laws on Social Security (Workmen’s Compensation, ESI, Maternity) II – Laws on Social Security (Gratuity, PF, Pension)
HR 403	Legal Environment – III	I- Laws on Industrial Relations (ID, TU, IESO) II- Laws on Compensation (Minimum Wages, Payment of Wages, Bonus)
HR 404	Labour Welfare	I – Labour Welfare Measures II – Management of Safety & Health
HR 405	Contemporary Labour Issues	I-Labour Issues (Knowledge Worker, Attrition, Talent Management, Contract Labour) II- Rationalization of Labour – Methods & Practices
HR 406	HRM – New Direction	I-Human Resource Accounting & Audit, HRIS II-International Human Resource Management
HR 407	Project work	
HR 408	I – Project Viva II – General Viva	

HR 401 Legal Environment – I

Module I – Laws on Establishments (Factories Act)

1. Labour regulatory framework

Labour legislation- Need, aim, scope, principles, constitutional understanding and concept of tort and brief outline of industrial jurisprudence, Major defects in Indian labour laws

2. Company Act 1956

Nature and types, Formation, Memorandum of Association, Article of Association, Prospectus, Role of Directors, Meetings, Structure of Company Capital, Wind up

3. International Standard

Structure and functions of ILO, impact of International labour conference, International Labour Court – Structure & functions, Human rights movements affecting the foundation of labour laws; recommendations of ILO and Process of implementation in Indian context.

2. Contract Act, Partnership Act.

3. Factories Act 1948

HR 401 Legal Environment – I

Module II – Laws on Establishments (Mining, Plantations, Shops & Establishments)

- 1. Mines Act 1952.**
- 2. Plantation Labour Act 1951**
- 3. Shops and Establishment Act**
- 4. Dock Workers Act 1948 [Generic and Comparative discussions are needed]**

HR 402 Legal Environment – II

Module I - Laws on Social Security (Workmen's Compensation, ESI, Maternity)

1. Introduction to IR

Objectives of IR; Four actors (Workers, Management, Government, Society and their role in maintaining IR), Workers' participation in Management, Industrial democracy, Employee grievance and grievance handling procedures

2. Laws relating to labour relations

Workmen Compensation Act 1923, Workmen's Compensation Amendment Act 2000, Employees State Insurance Act 1948, Maternity Benefit Act 1961, Equal Remuneration Act 1976.

HR 402 Legal Environment – II
Module II – Laws on Social Security (Gratuity, PF, Pension)

1. Background of Social Security

Need for social insurance and Social safety net – Right to information act, Laws relating to Welfare and health provisions, Appeal, Environmental protection and reporting (ISO 14000)

2. Laws relating to Social benefits

Employers Provident Fund and Misc. Provision Act 1952, The Maternity Benefit Act 1965, Payment of Gratuity Act 1972, Unorganized Workers' Social Security Act 2008.

3. Social Accountability Standard SA 8000

Books Recommended:

1. Constitution of ILO – ILO Publications
2. S. N. Misra – An Introduction to labour and Indian Laws – Ad agency
3. N. D. Kapoor – Hand book of Industrial laws – Sultan Chand
4. H. K. Saha Roy – Industrial & Labour Laws
5. Krishna Iyer – Protection of Human Rights – AL agency
6. J. N. Pandus – Constitution of India – AL agency
7. Sen & Mitra – Industrial and labour laws – World press
8. Arun Munnappa – Industrial Relations

HR 403 Legal Environment – III
Module I- Laws on Industrial Relations (ID,TU, IESO)

- 1. Industrial Employment Standing Order Act and Standing Order Rules 1946.**
- 2. Contract Labour Act 1970**
- 3. TU Act 1926, TU Amendment Act 2001**
- 4. IESO**
- 5. Industrial Disputes Act 1947**

HR 403 Legal Environment – III
Module II- Laws on Compensation (Minimum Wages, Payment of Wages, Bonus)

1. Payment of Wages Amendment Act 2005, Payment of Wages Act 1936.

2. Minimum Wages Act 1948, Payment of Bonus Act 1965

HR 404 Labour Welfare

Module I – Labour Welfare Measures

1. Scope of Welfare
2. The Directive Principles of State Policy of the Constitution of India
3. Government Policy on Welfare – Prior to Independence and Post Independence
4. ILO Recommendations on Welfare
5. Concept of Intra mural and extra mural welfare.
Welfare and amenities within the precincts of the establishment – latrines and urinals, washing bathing facilities, crèches, rest shelters and canteens, arrangements for prevention of fatigue, health services including occupational safety, administrative arrangement within a plant to look after welfare, uniforms and protective clothing, shift allowance.

Welfare outside the establishments – Maternity Benefits, Social Insurance measures including Gratuity, Pension, Provident Fund and rehabilitation, Benevolent Funds, Medical facilities (Physical fitness, Family Planning and Child Welfare). Education facilities, Housing facilities, Recreation facilities (sports, cultural activities, library), Holiday Homes and Leave Travel facilities, Workers' Cooperatives, Vocational Training, Welfare for Women, Youth and Children, Transport facilities
6. Welfare Officers – Statutory provisions, Role and duties

Books Recommended:

1. Report of the National Commission on Labour (Chapter X & XI) Govt. of India, 1969
2. B. D. Singh: Labour Laws for Managers (Chapter – 3), Excel Books, 2007
3. P. R. N. Sinha, I.B. Sinha & S.P. Shekhar: Industrial Relations, Trade Unions and Labour Legislations (Chapter 16), Pearson Education, 2006

Paper – 404 Labour Welfare

Module – II Management of Safety and Health

1. Provisions of Safety and Health under Indian Factories Act 1948
2. Health Provision – Measures in respect of the particular methods of cleanliness, Disposal of Wastes and Effluents, Ventilation and Temperature, Dust and Fume, Artificial Humidification, Overcrowding, Lighting, Drinking Water, Latrines and Urinals and Spittoons.
3. Safety Provisions – Fencing of Machinery, Work on or near Machinery in motion, Employment of young persons on Dangerous Machines, Striking Gear and Devices for cutting off power, Self Acting Machines, Casing of New Machinery, Probation of Employment of Women and Children near cotton openers, Hoists, Lifts, Lifting machines & others, Revolving Machinery, Pressure Plant, Pits, Sump & Opening in floors, Precautions against Dangerous Fumes and Gasses, Precaution against using Portable Electric Light, Explosive or Inflammable Materials, Precaution in case of fire, Safety of Building and Machinery, Maintenance of Buildings.
4. OHSAS 18000 Occupational Health & Safety Standard
5. Safety Officers – Statutory Provisions, Role and Duties

Books Recommended:

1. Report of the National Commission on Labour (Chapter X & XI) Govt. of India, 1969
2. B. D. Singh: Labour Laws for Managers (Chapter – 3), Excel Books, 2007
3. P. R. N. Sinha, I.B. Sinha & S.P. Shekhar: Industrial Relations, Trade Unions and Labour Legislations (Chapter 16), Pearson Education, 2006

HR 405 Contemporary Labour Issues

I-Labour Issues (Knowledge Worker, Attrition, Talent Management, Contract Labour)

Knowledge Management

Attrition Management

Contract Labour Management

Talent Management: definition, elements, process

Talent Management: focus, employer branding, creating a great place to work

Strategies: creating attraction, recruitment processes, development strategies, career planning, retention, performance management system (PMS) and reward mechanism

New framework of talent management

Managing Talent on Demand

Company illustrations (IBM, GE & AT &T)

Books Recommended:

1 Armstrong, M, A Handbook of Human Resource Management Practice, Kogan Page, First South Asian Edition, 2006.

2 Cappelli, Peter, Talent on Demand: Managing Talent in an Age of Uncertainty, Harvard Business Press, Boston, Massachusetts, 2008.

3 'Attracting and Retaining Talent' - National HRD Network Special issue, Hyderabad, Vol I, Issue 3, May 2007.

HR 405 Contemporary Labour Issues

Module II- Rationalization of Labour – Methods & Practices

1. Concept of Rationalization: Rational use of inputs and rational distribution of output to meet the market demands and reduction in costs
2. Economic Effects: Forces of competition, technological impact, production process, wage pressures and inter-industry wage differential
3. Effect on Labour: Automation, redundancy, occupational adjustment, allocation of gains, transfer and retraining problem, investment required, effects on management policies, union reactions, issues of motivation and job satisfaction, impact on employment
4. Policy considerations (a) General aspects (mechanization)
(b) Plan Policies – technical examination of work-loads, stress on natural separation, liberal separation allowance, provision of alternative employment to persons affected, retraining arrangements, sharing gains.
(c) Tripartite Decisions – 15th Indian Labour Conference (1957)
5. Rationalisation Practices in Industries – Cotton, Jute, Coal and other Industries

Books Recommended:

1. Report of the National Commission on Labour (Chapter XVIII), Govt. of India, 1969
2. The Third Five Year Plan
3. Report of the Indian Labour Conference
4. Report of the Standing Labour Committee (1968)

HR 406 HRM – New Direction

Module I-Human Resource Accounting & Audit, HRIS

1. **Meaning and Definition of HRA** – Evolution of the Concept – Advantages and disadvantages – objectives of Human Resources Accounting
2. **Human Capital and Productivity** – Human Resource Valuation Models
3. **HR Audit** - Audit & Accounting, Scope of Audit, Approaches (Comparative, Compliance, Statistical, MBO approach), Audit Process, Methodology (interview, workshop, questionnaires, Observations, Analysis or records), Challenges in HR Audit, Use of Audit Findings & Action Plan, Benefits of HR Audit.
4. **Balanced Scorecard** - Need for a Scorecard, Building a Balanced Scorecard, Balance Scorecard – Strategic Initiative.
5. **HR Audit in Industry** – Case Study

6. **Introduction** – HRIS, Need & Types of HRIS

4. **HRIS Development Process** - System planning, Design and Development process of HRIS
8. **HR Implementation** - Purpose, Process and Implementation of HRIS

9. **Functions of HRIS in Talent Management** - Guidelines of functionality of HRIS in Talent Management

10. **HRIS in Recruitment & Selection** - Relationship between recruitment and selection with HRIS

Books Recommended:

1. “Eric G. Flamholtz” Springer: Human Resource Accounting: Advances in Concepts, Methods and Applications
2. Jac Fitz-enz, et. Al: How to Measure Human Resource Management, Mc Graw Hill
3. Rakesh Chandra Katiyar: Accounting for Human Resource, UK Publishing House
4. M. Saeed, D. K. Kulshreshtha: Human Resource Accounting, Anmol Publications
5. D. Prabakara Rao: Human Resource Accounting; Inter India Publications
6. HRIS – by Michael J. Kavanagh & Mohan Thite
7. Michael J. Kavanagh & Mohan Thite

HR 406 HRM – New Direction

Module II-International Human Resource Management

1. International HRM: definitions, concepts, different aspects, difference between International HRM and Domestic HRM; reasons for emergence of International HRM
2. Global Labour Market and Workforce demography
3. International HR staffing, HRD, HR Audit
4. Evolving International Human Resource Management Function International Orientation, Structure of International Human Resource Management
5. Major International HRM issues in cross-border functions
International HRM and managing diverse culture – cross country variation in Business Culture and Communication, convergence and divergence of culture.
7. Global Labour market and Workforce Demography
8. Global Staffing – Management of Talent in MNCs / MNEs
9. Training and Development in International Human Resource Management

Books Recommended:

1. Harris, H., Brewster, C. and Sparrow, P. (2003), International Human Resource management, Chartered Institute of Personnel and Development, London
2. Hofstede, G. (1984), Culture's consequences: International differences in work related values, Sage, Beverley Hills, California
Briscoe, D.R., Schuler, R.S. and Claus, L. (2008) International Human Resource Management, Routledge, London