



Master of Business Administration

SEMESTER I

1. Management Concepts & Theories
2. Organizational Behaviour
3. Business Environment
4. Managerial Communication
5. Managerial Accounting
6. Managerial Economics
7. Statistics for Management

Management Concepts & Theories

1. Management : definitions , nature and scope of management, functions and process of management, evolution of management theory from Taylor , Fayol , Drucker to the present. Growth of professional management in India. Ethics in management.

2. Managerial Planning : planning process, types of plans, strategic vs. operational plans, models of strategy formulation , linking strategy to structure.

3. Decision Making : managerial decision-making process and models, steps in rational decision -making, creativity and group decision -making.

4. Organizations : organizational theories and design , various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.

5. Managerial Control: relationship between planning and control -limitations of control , types of control systems and techniques – management by exception, budgetary control , functional and dysfunctional aspects of budgetary control , internal control systems , internal audit and management audit.

Suggested Readings :

1. Principles of Management- G. Murugesan, Laxmi Publications.
2. Essential of Management - Koontz and O ' Donnell, TMH.
3. Introduction to Management - Fred Luthans - Mc Graw
4. The Practice of Management- Peter . F. Drucker
5. Management- Stoner, Freeman and Gilbert
6. Management- Griffin
7. Management- Holt
8. Management- Tasks and Responsibilities - Peter . F. Drucker
9. Professional management- Theo Haimann
10. Organization Theory and Design – Richard L. Draft
11. Management - Richard L. Draft
12. People and Performance by Peter F . Drucker

Organizational Behavior

1. Fundamentals of Organizational Behavior: evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior.

2. Individual Dimensions in Organizational Behavior: individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

3. Group Dynamics : group behavior, team development, group cohesiveness – group decision making process, Effective teams, organizational conflicts & conflict resolution, interpersonal skills, Johari Window and transactional analysis.

4. Motivation: theories and models of motivation, Leadership, theories of leadership & leadership styles.

5. Management of Change : resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture, learning organizations.

Suggested Readings:

1. Organizational Behavior – PK Ghosh, Laxmi Publications
2. Organizational Behavior – Robbins .
3. Organizational Behavior - Fred Luthans
4. Human Behavior at Work - Keith Davis
5. Organizational Theory and Design – Daf t
6. The Fifth Discipline - Peter Senge
7. The Seven Habits of highly Effective People - Stephen Covey
8. Understanding Organizational Behaviour – Uday Parekh
9. The Five Minds - Howard Gardner
10. All the books by Edward De Bono
11. Work in the 21 st Century – Landy and Jeffrey

Business Environment

1. Business as a social system : internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Issues in corporate governance.

2. Economic Structure of India : economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.

3. Monetary and Fiscal System of India: overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, N B F C ' s . Financing of exports and imports , EXIM and ECGC . Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.

4. Indian Society , Culture and Politics: social problems of India, Impact of modernization on Indian society, demography, gender , environmental issues.

5. International Business Environment: India as a player in the International market place – its position and prospects, the role of multi -national companies in India . FDI & FI I ' s in India .

Suggested Readings:

1. Business Environment- Dr. Francis Cherunilam, HPH.
2. Business Environment – C.A.Francis
3. Business, Government & Society – Arthur Gold Smith.
4. Ethical choices - shekar
5. India Development Reports
6. India in Transition – Jagdish Bhagwathi
7. India's Economic policy – Bimal Jalan
8. Is there a Indian way of thinking – A.K. Ramanujam
9. A Million Mutinies- V.S. Naipual
10. International Business Environment by Daniels & Radbaugh
11. India in the Era of Economic Reforms – Sachs, Jaffrey, Varshney ,
12. Ashutosh and Rajpai , Nirupam , New Delhi , Oxford , 1999 .
13. Fiscal Policy , Public Policy and Governance – Shome , Parthasarathi
14. Eight Lectures on India's Economic Reforms – Srinivasan.T.N
15. Fiscal Policy Developments in India 1950 - 2000 – Sury
16. India's Economic Performance and Reforms : A Perspective for the New Millenium – Swamy , Subramanian
17. Imagining in India – Nandan Nilekani

Managerial Communication

- 1. Introduction:** nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic ,analysis and listening .
- 2. Communication for Problem Solving:** problem solving– communication model for case analysis and reporting in detail. Group discussion, in -class or work shop exercises and assignments.
- 3. Writing Skills :** exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages .
- 4. Oral Communication :** exercises in speaking , discussing , listening and negotiating , body language and kinesics , business etiquettes .
- 5. Business Presentations :** hands– on with excel and office power point .

Suggested Readings:

1. Business and Managerial Communication- Sengupta, Sailesh, PHI.
2. Better Business Communication – Denish Murphy
3. Written Executive Communication - Shurter
4. Model Business Letters - Gartis ide.
5. Business Communicat ion – Lesikar – Pettit - Flatery .
6. MLA' s Handbook.
7. Business Research Methods- Cooper and Schneider
8. Business Research Methods - Zikmund

Managerial Accounting

1. Introduction to Accounting : meaning, accounting concepts and conventions –Financial Accounting V/ s Management Accounting– Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary , merchandizing manufacturig and service businesses using Excel .

2. Company Final Accounts in India : requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports an ditscontents.

3. Financial statement Analysis : techniques of financial statement analysis: Horizontal analysis ,Vertical analysi s, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel .

4. Excel applications : preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel.

5. Cost accounting : elements of Costs, Classification of costs,Preparation of Cost Sheet, Cost accounting systems: Job costing ,process costing , contract costing and service costing , Marginal costing and use of break - even analysis in decision - making – Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI.
2. Financial Accounting : A Managerial perspective – R .Narayan swamy.
3. Introduction of Management Accounting- Horngren , Sundem, Stratton.
4. Cost and Managerial Account ing - Duncan Willamson
5. Cost accounting for Business Managers-Asish K Bhattacharayya.
6. Management and Cost Accounting- Colin Drury
7. Management Accounting – Hensen Mowen
8. Financial Analysis and Modelling – Chandan Sen Guptha

Managerial Economics

1. Managerial Economics : introduction, basic concepts, application in business decision – making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods.

2. Theory of consumer behavior : consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve .

3. Production and Cost Analysis : production functions – cost functions and profit functions, total , average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.

4. Market Analysis : market forms, perfect, competition, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, subsidies, anti -trust action and competition policies.

5. National Income Accounting : concepts of GDP , NI , percapita income , PPP National income accounting in India . Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement , Coping strategies for business .

Suggested Readings:

1. Essentials of Business Economics- D N Dwivedi, Vikas Publications.
2. Managerial Economics - Dominick Salvatore .
3. Managerial Economics - Gupta and Mote
4. Economics - Samuelson & Nordhaus
5. Managerial Economics by Peterson and Lewis
6. Micro Economics – Dominick Salvatore
7. Macro Economics – Palmer and others
8. Macro Economics - Koutinyas

Statistics for Management

1. Quantitative data interpretation in managerial decision making: collection– classification–tabulation– frequency distribution– charts using excel, measures of central tendencies and dispersion– using visual explorations in MS excel .

2. Correlation and regression : multiple correlation – basic probability concepts – conditional probability – Bayes theorem – use MS excel PH STAT 2 .

3. Probability distributions : binominal Poisson and normal distributions using excel – estimation – point and interval – using Excel .

4. Statistical Decision Theory : hypothesis testing for means and proportions and for difference of means and proportions – analysis of variance.

5. Sampling : sampling techniques, random sampling, random numbers table, Monte Carlo simulation , Chi – square tests , time series forecasting, hands-on with MS excel .

Suggested Readings:

1. Golden Statistics- N.P. Bali, Laxmi Publications.
2. Statistics for Managers – using Microsoft excel – Levine, Stephan & others
3. Statistics for Management – Richard Levin and Rubin [excel version]
4. Statistics – Murray Spiegel , Schaum Series
5. Probability and Statistics – Murray Spiegel I, Schaum Series
6. Quantitative Business Analysis – Text & Cases – Samul Bodiley & others
7. Business Statistics – Kazmier , Schaum Series
8. Basic Business Statistics – Bereuram and Levine
9. Quantitative Methods – Anderson , Sweeny & William



Master of Business Administration

SEMESTER II

1. Marketing Management
2. Human Resource Management
3. Corporate Finance
4. Quantitative Methods
5. Legal aspects of Business
6. Operations Management
7. Management Information Systems

Marketing Management

1. Introduction to Marketing Management : nature of marketing management, Types of products/ services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.

2. Consumer Behavior : consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system .

3. Market Segmentation and Targeting : concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning .

4. Product & Price: product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing : General pricing approaches, new product pricing strategies, Public policy and pricing.

5. Promotion and Place Mix: elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions .

Suggested Readings:

1. Fundamentals of Marketing- Vikas Saraf, Pawan Thakur, Laxmi Publication
2. Marketing Management – Philip Kotler , Prentice Hall India , (New edition)
3. Basic Marketing – Perault
4. Fundamentals of Marketing – William Stanton
5. Principles of Marketing – Philip Kotler and Garry Armstrong
6. Marketing Management – Rajan Saxena
7. Marketing Management – Zickmund
8. Marketing – Ramesh Kumar

Human Resource Management

1. Perspectives in HRM : role of HR managers, sub - systems of HRM, HR functions and policies Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.

2. HR Planning, Recruitment and Selection: scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews errors in selection .

3. Training and Development: induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development .

4. Performance Management: KRA and KPAs, Traditional vs Modern method of performance management . Potential appraisal, Feed back systems. Job evaluation.

5. Compensation Planning : wages and salary , Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring .

Suggested Readings:

1. A Textbook of Human Resource Management- R S Dwivedi, Vikas Publications.
2. HR and Personnel Management – Keith Davis
3. Personnel Management – Flippo
4. Human Resource Management – T .V.Rao
5. Human Resource Management – Pattanaik
6. Human Resource Management – Micheal Arms trong
7. Human Resource Management – Gary Desseler

Corporate Finance

1. Goal of the Firm : profit maximization vs wealth maximization, Value creation, Agency problems, Social responsibility, Role of financial management, Time value of money, Valuation of securities– stocks and bonds. Concept of risk and returns of securities, using probability distribution to measure risk, risk and return in portfolio context (using excel) .

2. Capital Budgeting : estimating cash flows – initial , intermediate and terminal Cash flows on incremental basis, Capital budgeting decision rules, Payback, ARR, DCF techniques – NPV, IRR, P I, using excel .

3. Cost of Capital : cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Long-term financing, Public issue of debt , Preferred stock and Common stock , Term loans.

4. Capital Structure Theories : traditional view vs MM hypothesis, MM position I & II , Capital structure designing in practice – EBIT – EPS analysis the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.

5 . Working Capital Management and Finance : cash management, Receivables management and Inventory management. Working capital finance in India.

Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI
2. Fundamentals of Financial Management – Van Horne and Wachowitz
3. Financial Policy and Management – Van Horne , 12th edition .
4. Financial Management – Prasanna Chandra
5. Corporate Finance – Brigham and Erhardt
6. Corporate Finance – Ross, Wetfield & Jaffer

Quantitative Methods

1. Scientific methods: induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal .

2. Principles of research design: types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.

3 . Analysis and presentation of Data: use of statistical techniques, style manuals. Exercises in writing management reports.

4 . Linear programming: types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.

5. Transportation and assignment problem: sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models.

Suggested Readings:

1. Research Methodology & Operations Research- H. R. Ramnath, HPH.
2. Business Research Methods – Zikmund
3. Marketing Research – Malhotra N . K.
4. Business Research Methods – Donald R . Coopers and Schindler
5. Foundations of Behavioural Research – F.N . Kerlinger
6. MLA Handbook for Researchers – ML A Association
7. APA Manual
8. Social Research Methods – Bryan
9. Case Study Method of research – Robert K Yin
10. Designing Qualitative research – Marshall and Rossman
11. Research Design & Methods – Kennet G . Bordeaux & Others
12. Marketing Research with SPSS – Corl Mc . Daniel & Gates
13. Marketing Research – Churchil & Lacobucci

Legal Aspects of Business

- 1 . **Outlines:** Industries Development and Regulation Act Competition Act (IDRA). Foreign exchange management act. (FEMA) ,
2. **Outlines:** Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
3. **Outlines:** intellectual property rights, Patents and Trade marks Act, copyrights act, geographical appellation.
4. **Outlines:** security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
5. **Outlines :** consumer protection act and Information technology act .

Suggested Readings:

1. Business Law for Managers- P. K. Goel, Wiley.
2. A Manual of Business Laws – S.N. Maheshwari and S. K.Maheshwari
3. Business Law for Management – K.R.Bulchandani
4. Business Environment : Texts and Cases – Francis Cherunilam
5. Business and Corporate Laws – S.S.Gulshan and G.K .Kapoor
6. Bare Acts of respective legislations

Operations Management

- 1. Operations Management :** product strategies – Product life cycle –Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations .
- 2. Plant Location and Types of Plant Layout :** product planning and control– Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.
- 3. Job Designing :** work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future .
- 4. Total Quality Management:** trends in quality management benchmarking and business process reengineering , Kaizen – Six Sigma Motorola systems – Quality criteria based on Deming prize –Malcolm Baldrige Award . Quality Management Systems , ISO Standards .
- 5. Supply Chain Management :** concept of SCM. Operating model for supply chain . Managing the external and internal supply chain . Global SCM and sourcing .

Suggested Readings:

1. Operations Management and Productivity Techniques- Mukherjee, P. N. , Kachwala, T. T., PHI.
2. Modern Production Management– Buffa Elwood. S and Rakesh K. Saren, John Wiley and Sons, 2003.
3. Production and Operation Analysis – Steven Nahmas
4. Cases in Production / Operations Management – K.N . Krishnaswamy
5. The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press , USA , 1993 .
6. Total Quality Management – Dale H. esterfield and others – Pearson Education, New Delhi, 2003.
7. Total Quality Management – Pornima Choudhary – Pearson Education – New Delhi, 2002.
8. Total Quality Management – Sridhar Bhatt .
9. Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.

Management Information Systems

1.Information Systems : data vs Information, Strategic role of information in management , Organization as an information system. TPS, MIS ,DSS, ESS, OAS, Networking concepts, telecommunications networks.

2. Systems Development: the concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.

3.Application Technologies: ERP concepts, Evolution of ERP , ERP packages, SAP , Baan , MFG -PRO, Oracle, ERP Evaluation, ERP and BPR , ERP Implementation , Extended ERP , Case studies.

4. Web Publishing : web publishing , Types of web sites , Web surfing , E -Commerce , B2B , B2C ,C 2 C , E – commerce security issues , Ethical issues

5. Practicals on ERP : . Functional modules in business.

Suggested Readings:

1. Management Information Systems- Dr. P. Mohan, HPH.
2. MIS – Kennett G . Lauden and Jane P . Lauden
3. MIS – James A. O’ Brien
4. MIS- C.S . V.Murthy
5. Computer Today – S.K. Basudev
6. ERP Concepts – V.K. Garg
7. Project Management for business, engineering & technology: principles & practice– Nicholas, John .M & Steynl , Hermann
8. Project Management– Harvey Maylor– 1999 , New Delhi, Macmillan pub
9. www.pmi.org



Master of Business Administration in Human Resource Management

Semester III

1. Entrepreneurship
2. Elective I - Human Resource Development: Strategies and Systems
3. Performance Management
4. Elective - II Project Management
5. Project Work Diary
6. Summer Internship Report
7. Elective III - Cross Cultural and Global Management

Cross Cultural and Global Management

Unit 1-

Introduction to Cross Cultural Management- Globalisation impact, Critical role of culture in International business, International business environment, Cross cultural management, Dimensions of culture.

Unit 2-

Communicating across cultures- Language of international business, use of non discriminatory language, communicating through vocal characteristics, use of time, Non verbal communication.

Unit 3-

Cultural dimensions of Marketing- Approach to International Marketing, cross cultural marketing research, consumer behavior, Product packaging and standardization, sales force management, complexity of pricing, Advertisements and promotion.

Unit 4-

Cultural dimensions of HRM- HRM in globalizing world, Factors influencing IHRM, staffing policies, Influence of culture on recruitment & selection, training & development, Performance appraisal.

Unit 5-

Negotiation, Motivation and Leadership across cultures- Intercultural communication and Negotiation process, Negotiation styles in different styles, content theories of motivation, Leadership theories in other cultures.

Unit 6-

Managing global teams- Difference between Traditional teams and global teams, Team strategies and the influence of culture, challenges faced by global teams, managing workforce diversity.

Unit 7-

International assignments and Expatriate Management- Introduction, Reasons for using expatriates, challenges face by expatriates, consequences of expatriate failure, Selection of expatriates, Repatriation, Women as international managers, cross cultural training.

Suggested Readings-

1. Cross Cultural Management by Shobana Mahadevan (Oxford)

Entrepreneurship

- 1. Foundations of Entrepreneurship : nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs . Case study of incubation.**
- 2. Business Planning: from idea generation to preparation of detailed business plans. Exercises in preparation of business plans .**
- 3. Venture Capital: valuing and financing a venture, stages of venture development and financing , venture capital firms (VC ' s) venture expansion strategies.**
- 4. Rural & social entrepreneurship: potential for entrepreneurship in rural India, SHGs, micro credit etc. , Case studies of rural & social entrepreneurship in India .**
- 5. Entrepreneurs in India: family entrepreneurs, women entrepreneurs.**

References :

- 1. Entrepreneurship – Prof. T.V. Rao**
- 2. Entrepreneurship – Hisrich & Peter**
- 3. Entrepreneurship- Mathew J Manimala**

Human Resource Development: Strategies and Systems

Unit 1-

Human Resource Development: subsystems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.

Unit 2-

Performance Management: traditional and modern techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feed back mechanisms, Performance management and career development. Bi-directional performance management.

Unit 3-

Mentoring, Coaching & Employee Counseling Services: nature mentoring and coaching, Coaching to improve poor performance, Effectiveness of coaching, Need for employee counseling programs, Components & Characteristics, Issues in employee counseling .

Unit 4-

Career Planning and Development: meaning and process – path , Career width and Length – Succession planning – Development .

Unit 5-

Learning and development in knowledge setting learning in a knowledge environment, creating a holistic developmental approach, developing social capital, developing knowledge leadership capabilities, project-based learning, working with technology, building a comprehensive knowledge development strategy , planning for individual development .

References :

1. Human Resource Development – Randy L. Desimone, Jon M. Werner & David M. Harris .
2. Designing and Managing Human Resource Systems – Pareek, Udaian and Rao T.V.
3. Recent Experience in Human Resource Development – Rao T.V. and Pereira, D . H .
4. Performance Appraisal – Theory and Practice – Rao T . V .
5. Effective Human Resource Development – Neal E. Chalofsky, Carlene Reinhart.
6. Human Resource Management – Satyadian S. Mirza
7. Knowledge Management – Shelda Debowski – John Wiley, India publications.

Performance Management

Unit 1-

Performance Management and Reward Systems in Context- Define Performance Management, Performance Management Contribution, Disadvantages/ Dangers of Poorly Implemented PM Systems, Define Reward Systems, Aims and Role of PM Systems, Characteristics of an Ideal PM System, Integration with Other Human Resources and Development Activities.

Unit 2-

Performance Management Process- Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Recontracting.

Unit 3-

Performance Management and Strategic Planning- Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan, Building Support.

Unit 4-

Defining Performance and Choosing a Measurement Approach- Define Performance, Determinants of Performance, Performance Dimensions, Approaches to Measuring Performance.

Unit 5-

Measuring Results and Behaviours- Measuring Results and Measuring Behaviours.

Unit 6-

Gathering Performance Information- Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Number of Meetings, Performance Information, Model of Rater Motivation, Preventing Rating Distortion through Rater Training Programs.

Unit 7-

Implementing a Performance Management System- Preparation: Communication, Appeals Process, Training Programs, and Pilot Testing, Communication Plan, Appeals Process, Training Programs for the Acquisition of Required Skills, Pilot Testing, Ongoing Monitoring and Evaluation.

Unit 8-

Performance Management and Employee Development- Personal Development Plans, Director Supervisor's Role, 360-Degree Feedback Systems

Unit 9-

Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings

Unit 10-

Reward Systems and Legal Issues- Traditional and Contingent Pay Plans, Reasons for Introducing Contingent Pay Plans, Possible Problems Associated with Contingent Pay Plans, Selecting a Contingent Pay Plan, Putting Pay in Context, Performance Management and the Law, Legal Principles Affecting Performance Management, Laws Affecting Performance Management

Unit 11-

Managing Team Performance- Define and Importance of Teams, Types of Teams and Implications for Performance Management, Purposes and Challenges of Team Performance Management, Including Team Performance in the Performance Management System, Rewarding Team Performance

Readings:

1. Performance Management by Herman Aguinis.

Project Management

1. Project Management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy , effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.
2. Project Scope Management: defining Project scope , creating work break down structure (WBS) , project roll up , process break down structure , responsibility matrix .
3. Project Scheduling: network models, PERT & CPM using softwares , measuring risk.
4. Project Risk Management : contingency resources, reducing project duration .
5. Project Team Management : building high -performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation , project quality, planning, quality assurance, quality audit, project closure, post completion audit .

References:

1. Project Management by Clifford Gray and Larson.
2. The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub.
3. Effective project Management– Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning.
4. Project Management: A managerial approach – Meredith, Jack . R & Mantel Samuel.J – 2006 , New Delhi, John Wiley & Sons.



Master of Business Administration in Human Resource Management

Semester IV

1. Elective - IV - Compensation Management
2. Elective - V - Management of Industrial Relations
3. Project Report
4. Project Viva-voce
5. Strategic Management
6. Elective - VI - Training and Development
7. Elective - VII - Counselling Skills for Managers

Compensation Management

Unit 1-

The Pay Model- Define Compensation, Forms of Pay, Pay Model, Book Plan, Consumer, House elves.

Unit 2-

Strategy: The Totality of Decisions- Strategic Choices, Support Business Strategy, The Pay Model Guides Strategic Pay Decisions, Developing a Total Compensation, Strategy: Four Steps, Source of Competitive Advantage, Best Practices versus "Best Fit", Guidance from Evidence, Virtuous and Vicious Circles, Your Turn: Pay Matters, Your Turn: Mapping Compensation, Strategies.

Unit 3-

Defining Internal Alignment- Compensation Strategy: Internal Alignment, Structure Vary among Organizations, Shaping of Internal Structure, Strategic Choices in Designing Internal Structure, Guidance from Evidence, Consequences of Structures.

Unit 4-

Job Analysis- Job Based Approach, Job Analysis Procedure, Information Collection, Process of Information Collection, Job Descriptions Summarize the Data, Job Analysis: Bedrock or Bureaucracy, Judging Job Analysis, Your Turn: The Customer-Service.

Unit 5-

Evaluating Work: Job Evaluation- Ranking, Classification, Point Method, Involvement, The Final Result: Structure, Balancing Chaos and Control, Your Turn: job Evaluation at whole Foods.

Unit 6-

Person-Based Structures- Person-Based Structures: Skill plans, Skill Analysis, Person-Based Structures: Competencies, Competency Analysis, Internal Alignment, Reflected in Structures, Administrating the Plan, Evidence of Usefulness of Results, Bias in Internal Structure, The Perfect Structure, Climb the Leader Ladder.

Unit 7-

Defining Competitiveness- Compensation Strategy: External Competitiveness, Shaping of External Competitiveness, Labor Market Factors, Modifications to the Demand Side, Modifications to the Supply Side, Product Market Factors and Ability, Organization Factors, Relevant Markets, Competitive Pay-Level And Mix Decisions: Guidance from the Research, Competitive Pay Policy Alternatives, Consequences of Pay-Level And Mixed Decisions: Guidance from the Research, Sled Dog Software, Fit the Pay-Mix Policy to the Compensation Strategy.

Unit 8-

Designing Pay Levels, Mix and Pay Structures- Specify Competitive Pay Policy, Purpose of the Survey, Select Relevant Market Competitors, Design the Survey, Interpret the Survey Results and Construct a Market Line, Form Policy to Practice: The Pay Policy Line, From Policy to Practice: Grades and Ranges, From Policy to Practice: Broad Branding, Balancing Internal and External Pressure, Adjusting the Pay Structure, Market Pricing.

Unit 9-

Pay for Performance: The Evidence- Linking Organization Strategy to Compensation and Performance, Theories and Research, People View on Compensation, Total Reward System: Besides Money, Other Rewards Influence Behavior, Compensation Motivating Behavior, Designing a Pay for Performance Plan.

Unit 10-

Pay-for-Performance Plans- Meaning of Performance Plan, General Evidence of Variable Pay Improving Performance Results, Team Incentive Plans: Types, Explosive Interest in Long Term Incentive Plans, Incentives in the Club House.

Unit 11-

Performance Appraisals- Role of Performance Appraisals in Compensation Decisions, Common Errors in Appraising Performance, Strategies for Better Understanding and Measuring Job Performance, Performance Evaluation Process, Equal Employment Opportunity and Performance Evaluation, Tying Pay to Subjectively Appraised Performance, Promotional Increase as a Pay for Performance Tool, Merit Pay: Making Policies and Practices that Work.

Unit 12-

The Benefit Determination Process- Benefits of Growth in Employees, Value of Employee Benefits, Benefits Planning, Design and Administration, Current Approaches, Components of Wage and Benefits Structure, Components of a Benefit Plan, Administering the Benefit Program.

Unit 13-

Statutory Benefits Including Health Care, Employee Welfare and Retirement Benefits- Indian Constitution and Social Security, Select Legislation, Medical Care, Safety, Occupational Health and Welfare Funds, Issues in Employer Provided Health Care Benefits, Other Social Security Benefits, Social Security Reform During the Period of Structural Adjustment, Trends and Issues.

References:

1. Compensation by George T Milkovich, Jerry M Newman and C S Venkata Ratnam.

Counselling Skills for Managers

Unit 1-

Counselling: Definition, Approaches, Types, Values and Goals of Counselling, Emergence and Growth of Counselling. Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up. Guidelines for Effective Counselling. Referral Procedures.

Unit 2-

Role of Counsellor & Client in various stages. Skills and Attitudes required in Counselling: Verbal and Non-verbal Communication skills, Listening Skills; Advanced Skills in Counselling: Advanced empathy, theme identification, self-disclosure, perception-check, interpretation, clarification, confrontation and immediacy. Key Characteristics, Qualities & Values for a Professional Counsellor, Values for a counsellor, Dilemmas for a managerial counsellor.

Unit 3-

Applications of Counselling Skills in Modern Organisations. Problem Subordinates: Types and ways to deal with them. Performance Counselling: Meaning, Objectives and Process. Special Employee related Problems in Counselling.

Unit 4-

Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Cognitive-Behavioural Therapy (CBT), Rational Emotive Behaviour Therapy (REBT), Psychoanalytic Therapy, Psychodynamic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy.

Unit 5-

Counselling Strategies & Interventions: Behavioural, Decision Making, Problem Solving Techniques. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors.

Suggested Readings:

1. Singh, Kavita Counselling Skills for Managers, Prentice Hall of India, Delhi ,2010.
2. Rao , S. Narayan Counselling and Guidance, TMH, 2nd edition, 2007.
3. Mitchell and Gibson Counselling and Guidance, Pearson Education India, 2007.
4. Patterson, Lewis The Counselling Process, Cengage Learning India.2008
5. Burnard Counselling Skills Training, Kogan Page India.2009
6. Feltham and Dryden Brief Counselling, Mcgraw Hill Publishing.2012.
7. Kotler, Jeffrey Counselling Theories and Practices, Cengage.2008

Management of Industrial Relations

Unit 1-

Industrial Relations: Historical background, concept and approaches in IR – stake holders of IR, various factors influencing IR, HR approach to IR, essentials of sound IR policy, IR strategies, legal frame work of IR, community of IR. Proactive IR, industrial conflicts, disputes, Conflict resolution.

Unit 2-

Trade Unions : trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers association– objectives, origin and growth, legal status, problems of trade unions.

Unit 3-

Grievances and Disciplines: grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes– Lay off, Terminations implicitor, Retrenchment, closures, VRS .

Unit 4-

Collective Bargaining: concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining .

Unit 5-

Settlements: types of settlements, wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Lay off, retrenchment and closure settlements.

References :

1. Industrial Relation- Ramaswamy
2. Industrial Relation- Sarma
3. Industrial Relation- Venkatarathnam
4. Industrial Relation- Arun Monnappa
5. Industrial Relation- T V Rao

Strategic Management

Unit 1-

Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.

Unit 2-

Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

Unit 3-

Establishing organizational direction– developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.

Unit 4-

Generic competitive strategies– stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis .

Unit 5-

Strategy implementation– building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

Suggested Readings-

1. Strategy and Structure – Alfred C .Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E .Porter
4. Competing for the future – Prahalad and Hammel
5. The Future of Competition– Prahalad and Venkataraman
6. Crafting and executing Strategy – Aurthor A . Thompson and others
7. The Art of Strategy– Avinash K. Dixit and Barry J. Nalebuff

Training and Development

Unit 1-

Training: introduction, Importance of training, Advantages of training, Training challenges, Changing work place and work force, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan .

Unit 2-

Training Needs Assessment (TNA: methods of TNA , O rganizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource Analysis, Learning Principles, Training enhancement, Trainee characteristics.

Unit 3-

Training Delivery: traditional vs modern methods, SDLP, Simulated work settings, DLP , CD ROM, Interactive Multimedia, Web – based instructions , Intelligent Training System (ITS), Virtual Reality Training (VR T) .

Unit 4-

Training Evaluation: criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.

Unit 5-

Training Interventions: learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter- positional training, Leadership training .

References:

1. Training in Organization- Irwin L. Goldstein, J. Kevin Ford.
2. Effective Training: System Strategies and Practices- P Nick Blanchard James W Thacker.
3. Training for Organizational Transformation- Rolf P Lynton Udai Pareek.