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

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

<table>
<thead>
<tr>
<th>Paper</th>
<th>Name of the Subject</th>
<th>Marks</th>
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<tr>
<td><strong>First Year</strong></td>
<td>**<strong>(Annual Pattern)</strong></td>
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<tr>
<td>1.1</td>
<td>Principles of Management and Organisational Behaviour</td>
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<td>1.2</td>
<td>Managerial Economics</td>
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<td>1.3</td>
<td>Accounting and Finance for Managers</td>
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<td>1.4</td>
<td>Marketing Management</td>
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<td>1.5</td>
<td>Human Resource Management</td>
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<td>1.6</td>
<td>Quantitative Techniques for Management</td>
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<td>1.7</td>
<td>Research Methods for Management</td>
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<td>1.8</td>
<td>Corporate Communication</td>
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<td>1.9</td>
<td>Operations Management</td>
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**Second Year**

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<th>Paper</th>
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<td>2.1</td>
<td>Personnel Management Concepts</td>
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<td>2.2</td>
<td>Methodology of Training &amp; Development</td>
<td>100</td>
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<td>2.3</td>
<td>Human Resource Development and Planning</td>
<td>100</td>
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<tr>
<td>2.4</td>
<td>Industrial Relations Management</td>
<td>100</td>
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<td>2.5</td>
<td>Compensation Management</td>
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<td>2.6</td>
<td>Performance Management: Systems and Strategies</td>
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<td>2.7</td>
<td>Organizational Development and Change</td>
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<td>2.8</td>
<td>Business Environment &amp; Ethics</td>
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<td>2.9</td>
<td>Strategic Management</td>
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**TOTAL 1800**
1.1. Principles of Management and Organizational Behaviour

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE
5. Umasekaran, Organisational Behaviour.

1.2. Managerial Economics

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

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

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

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

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

REFERENCE
1.3. Accounting and Finance for Managers

UNIT I

UNIT II

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

UNIT IV

UNIT V
REFERENCE
1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari

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

1.4. Marketing Management

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

UNIT II

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

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

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

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

REFERENCE

1.5. Human Resource Management

UNIT I: Human Resource Function

UNIT II: Recruitment & Placement
Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.
Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

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

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


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

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

UNIT IV: Compensation & Managing Quality

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

UNIT V: Labour relations and employee security

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

REFERENCE

1.6. Quantitative Techniques for Management

UNIT I

UNIT II

UNIT III

UNIT IV
UNIT V

REFERENCE
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan

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

UNIT V

REFERENCE
1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata Mcgraw Hill.

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

1.8. CORPORATE COMMUNICATION

Unit 1:

Unit 2:
Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:
Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Unit 5:
References:


1.9. OPERATIONS MANAGEMENT


References:
4. Production and Operations Management – Pannerselvam, PHI

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

II Year

2.1. PERSONNEL MANAGEMENT CONCEPTS

OBJECTIVE
To equip students with Human Resources Concepts.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE BOOKS


2.2. METHODOLOGY OF TRAINING AND DEVELOPMENT

OBJECTIVE
To give students pedagogy for Training.

UNIT I
Training for Development – Concept of Training and Development, Need for training, Importance of Training, Principles of Training and areas of training. Assessment of Training Needs, Training Methods – On the Job and Off Job Methods Training
Techniques – Demonstration, Lecturers, Simulation Games, In basket Exercise, Films, Role Play, Simulation Games, Critical Incidents, T-group Electronic Training – Computer Based training, Electronic performance support system (EPSS), Distance and Internet Based Training – Tele-training, Video conferencing, Training via Internet, Learning portals.

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE BOOKS
2.3. HUMAN RESOURCE DEVELOPMENT AND PLANNING

OBJECTIVE
To help students understand Human Resource Development Process.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE BOOKS

2.4. INDUSTRIAL RELATIONS MANAGEMENT

OBJECTIVE
To sensitize students to issues of Industrial Relations.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

REFERENCE BOOKS


2.5. COMPENSATION MANAGEMENT

OBJECTIVE
To give students skills about compensation.

UNIT I

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

UNIT III
Incentives and Fringe Benefits – Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit
sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.

UNIT IV

UNIT V

REFERENCE BOOKS
3. Personal Management – Memoria & Gankar (Himalaya Publication)

2.6. PERFORMANCE MANAGEMENT SYSTEMS AND STRATEGIES

OBJECTIVE
To show students performance management.

UNIT I

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

UNIT III

UNIT IV

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

REFERENCE BOOKS

2.7. ORGANIZATIONAL DEVELOPMENT AND CHANGE

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

UNIT I

UNIT II

UNIT III

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

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

REFERENCE BOOKS
1. Wendell I. French & Cecil H.Bell, Jr. – Organization Development – PHI.
3. Rosabeth Moss Kanter, the change Masters, Simson & Schaster.
5. Advian, Phil, Mike & Mark – Managing Change – FT & Prentice Hall.
2.8. BUSINESS ENVIRONMENT AND ETHICS

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


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

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


REFERENCES:

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

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

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

UNIT II
Environmental Analysis & Internal Analysis of Firm:
General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence -Stakeholders’ expectations, Scenario-planning - industry analysis.

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

UNIT IV
Tools of Strategy Planning and evaluation

Unit V
Strategy implement & Control:
Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - Strategic control process - Du Pont’s control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter’s approach for Globalization - Future of Strategic Management.

Reference
1. Pearce& Robinson, Strategic Management ,All Indian Travellors N.D
2. A.C. Hax And Ns, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall
6. Georgy G.Dess And Alex Miller , Strategic Management, Mcgraw Hill.
7. Gerry Jonson & Keven Scholes, Exploring Corporative Strategy: Text And Cases,Ph

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QUESTION PAPER PATTERN

Time : 3 Hours
Max Marks : 100

Answer any Five Questions
(5 X 20 = 100 Marks)

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