

**M.B.A – Human Resource Management with Diploma in Entrepreneur
Development (CBCS Pattern)**

(for the affiliated college students admitted during the academic year 2008-09 & onwards)

SCHEME OF EXAMINATIONS

Study Components	Course Title	Ins. hrs / week	Examinations				Credits
			Dur.Hrs	CIA	Marks	Total	
SEMESTER – I							
	Management Principles and Practice	4½	3	25	75	100	3
	Organisational Behaviour	4½	3	25	75	100	3
	Managerial Economics	4½	3	25	75	100	3
	Financial and Management Accounting	4½	3	25	75	100	3
	Quantitative Methods for Management	4½	3	25	75	100	3
	Executive Communication	4½	3	25	75	100	3
	Computer Application in Management	3	-	-	-	-	-
	Elective/Diploma-I : Entrepreneur Development	3	3	25	75	100	3
SEMESTER –II							
	Operations Management	4½	3	25	75	100	3
	Marketing Management	4½	3	25	75	100	3
	Financial Management	4½	3	25	75	100	3
	Human Resource Management	4½	3	25	75	100	3
	Quantitative Techniques	4½	3	25	75	100	3
	Research Methods for Management	4½	3	25	75	100	3
	Computer Applications in Management* – Practical	2	3	40	60	100	3
	a). Management Practical *	-	-	-	-	-	-
	b). Comprehensive Viva-Voce (Internal) #	-	-	-	-	-	-
	Elective/Diploma: II: Entrepreneurship & Innovations	3	3	25	75	100	3
SMESTER – III							
	Business Environment & Ethics	4½	3	25	75	100	3
	Management Information System	4½	3	25	75	100	3
	Personnel Management Concepts	4½	3	25	75	100	3
	Methodology of Training & Development	4½	3	25	75	100	3
	Human Resource Development and Planning	4½	3	25	75	100	3
	Industrial Relations Management	4½	3	25	75	100	3
	Summer Placement Project Report & Viva-Voce	-	-	20	80	100	3
	Elective/Diploma-III : Legal Aspects of Business	3	3	25	75	100	3
SEMESTER – IV							
	Strategic Management : Indian Global Context	4½	3	25	75	100	3
	International Business	4½	3	25	75	100	3
	Compensation Management	4½	3	25	75	100	3
	Performance Management: Systems and Strategies	4½	3	25	75	100	3
	Organizational Development and Change	4½	3	25	75	100	3
	Project Work	4½	3	25	75	100	3
	a. Management Practice (*)	-	-	-	-	-	-
	b. Comprehensive Viva-Voce (Internal)*	-	-	-	-	-	-
	Elective/Diploma-IV : Business Plan	3	3	25	75	100	3
	TOTAL	-	-	-	-	3000	90

- * The Course will be taught during III and IV Semesters.
- *** Application based project work would be guided by one or two (in the case of inter functional) teachers, the evaluation should be experts who have not less than 5 years of experience in the respective fields of specialization.
- # The Comprehensive Viva-Voce is to be internally evaluated / conducted by the colleges/ institutes themselves and be awarded the grades. No external examiners.

Note : 4 ½ hrs of contact session include 3hrs of mandatory contact hours and 1 ½ hrs of optional / tutorial sessions.

SYLLABI

1.1 MANAGEMENT PRINCIPLES AND PRACTICE

Course Number :

Subject Description :

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students should have:

Understood management functions and principles.

Learnt the scientific decision making process and problem solving techniques.

Learnt the modern trends in management process.

Unit I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneurship - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

References :

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
3. Stoner & Wankai, Management, PHI.
4. Robert Krcitner, Management, ATTBS.
5. Weirich & Koontz, Management - A Global perspective, McGraw Hill.
6. Helliregarl, Management, Thomson Learning, 2002.
7. Robbins.S.P., Fundamentals of Management, Pearson, 2003.

1.2 ORGANISATIONAL BEHAVIOUR

Course Number :

Subject Description :

Organizational Behaviour brings out the personality and behavioural science, its influence on organizational behaviour by understanding the concepts of organizational change, politics and behaviour.

Goals:

To enable the students to learn the basics of individual behaviour and an organizational behaviour.

Objectives:

On successful completion of the course the students should have:

Understood personality traits and its influence on organization.

How personality traits can be molded to suit the organization.

To learn the modern trends, theories and concepts in organizational behaviour

Unit I

Organisational Behaviour : History - evaluation, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Unit II

Emotions and Emotional Intelligence as a managerial tool. Implications of EI on managers and their performance. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

Unit III

Stress - Nature, sources, Effects, influence of personality, managing stress.

Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation.

Foundations of group behaviour : linking teams and groups, Stages of development Influences on team effectiveness, team decision making. Issues in Managing teams.

Unit IV

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management.

Organisational politics - Political behaviour in organisation, Impression management, Self monitoring. Organisational culture - Dynamics, role and types of culture and corporate culture, ethical issues in organisational culture, creating and sustaining culture.

Unit V

Organisational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries, The Challenges of work force diversity and managing diversity Cases.

References :

1. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
2. Hellinegal Slocum, Woodman, Organisational Behaviour, IX edn., Thomson learning.
3. Umasekaran, Organisational Behaviour, Tata McGraw Hill.
4. Robbins S.P., Concepts contrivances and applications, Prentice Hall.
5. Umasekaran, Organisational Behaviour.
6. Helliregal.et.al, Organisational Behaviour, Thomson Learning.
7. McShane & Glinow, Organisational Behaviour, Tata McGraw Hill.
8. Harris & Hartman, Organisational Behaviour, Jaico, 2003.

1.3 MANAGERIAL ECONOMICS

Course Number :

Subject Description :

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

Goals:

To enable the students to learn the application of the economic principles and policies on managerial decision making.

Objectives:

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

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

References :

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Atmanand, Managerial Economics, Excel, 2001.
4. Athmanand.R., Managerial Economics, Excel, 2002, New Delhi.
5. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

1.4 FINANCIAL AND MANAGEMENT ACCOUNTING

Course Number :

Subject Description :

Financial and Management Accounting emphasize on accounting concepts and application of accounting principles and managerial decision making. The content of this paper takes care of financial accounting, management accounting and cost accounting.

Goals :

To enable the students to learn the basic functions, principles, concepts and application of accounting in management.

Objectives :

On successful completion of the course the students should have:

Understood the financial accounting along with the preparation of final accounts.

Understood the concepts and application of management accounting along with the preparation.

To learn the cost accounting concepts and applications.

UNIT I

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

UNIT II

Financial Statement Analysis - Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common - Size statement, Trend Percentage - Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis.

UNIT III

Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Computation of Cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT IV

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

UNIT V

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

References:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty

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

1.5 QUANTITATIVE METHODS FOR MANAGEMENT

Course Number :

AIM

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

UNIT III

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

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

References :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited
4. David M. Levine, Timothy C. Krehbiel and Mark L. Berenson
“Business Statistics: A First Course” , Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

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

1.6 EXECUTIVE COMMUNICATION

Course Number :

Subject Description :

Executive Communication emphasizing the development of both soft hard skill for smooth managerial functioning.

Goals:

To enable the students to develop written and oral communication skills in students and groom them as effective management professionals.

Objectives:

On successful completion of the course the students should have:

Understand the preparation and development of business letters and reports.

To learn about meetings and group discussions.

To learn the modern trends in communication and application for effective managerial functioning.

UNIT I: Communication - Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication.

UNIT II: Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, enquiries, customers complaints, collection letters - sales promotion letters.

UNIT III: Report writing - Structure of reports - long & short reports - formal & informal reports - writing research reports technical reports - norms for including exhibits & appendices.

UNIT IV: Non-verbal communication - personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication - Dyadic communication:- face to face communication - telephonic conversation.

UNIT V: Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation - Group Discussion: Drafting speech.

References :

1. WOOLCOTT & UNWIN - Mastering Business Communication, McMillan.
2. RAISHER: Business Communication - AITBS
3. KRISHNAMOHAN & MEERA BANNERJEE - Developing Communication Skills, Mc Millan

4. Lesikar and Flatley – Basic Business Communications Skills for empowering the Internet Generation, 10th Edition, TMH, 2005
5. Kitty O Locker and Stephen Kyo Kaczmarek – Business Communication Building Critical skills, 3rd Edition, TMH, 2007
6. Anderson & Others: Assignment & Thesis writing.
7. Rajendra Paul and Koralahalli - Business Communication.
8. Lesikar and Flatley, Basic Business Communication, TMH Publications, New Delhi, 2002.

1.7 COMPUTER APPLICATIONS IN MANAGEMENT

Course Number :

Aim : To introduce the concepts of information technology and their application in management decision making.

Components of a Computer - Hardware & Software - Operating systems - Directories and File properties.

MS OFFICE - Introduction to WORD, POWERPOINT and EXCEL.

WORD - Creating a new document with templates & Wizard - Creating own document - Opening/modifying a saved document - converting files to and from other document formats - Using keyboard short-cuts & mouse - Adding symbols & pictures to documents - headers and footers - Finding and replacing text - spell check and Grammar check - Formatting text - paragraph formats - adjusting margins, line space - character space - Changing front type, size - Bullets and numbering - Tables - Adding, editing, deleting tables - Working within tables - Adding, deleting, modifying rows and columns - merging & splitting cells.

EXCEL - Working with worksheets - cells - Entering, editing, moving, copying, cutting, pasting, transforming data - Inserting and deleting of cells, rows & columns - Working with multiple worksheets - switching between worksheets - moving, copying, inserting & deleting worksheets - Using formulas for quick Calculations - Working & entering a Formula - Formatting a worksheet - Creating and editing charts - elements of an EXCEL chart - Selecting data to a chart - Types of chart - chart wizard - Formatting chart elements - Editing a chart - Printing charts.

POWERPOINT - Creating new presentations - Auto content wizard - Using template - Blank presentation - Opening existing presentations - Adding, editing, deleting, copying, hiding slides - Presentations - Applying new design - Adding graphics - Using headers and footers - Animating text - Special effects to create transition slides - Controlling the transition speed - Adding sounds to slides - Using action buttons.

TALLY - Introduction and Installation, Required Hardware, Preparation for installation of Tally software, installation. Working in Tally : Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.

Practicals : Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

References :

OFFICE 2000 complete - BPB

Windows 98 complete – BPB

Windows 98 6in1 by JANE CALABRIA and DOROTHY BURKE - PHI

using Microsoft OFFICE 2000 by ED, BOTT - PH

D.1 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEUR DEVELOPMENT

Course Number _____ :

Subject Description _____ :

This course presents the concepts, characteristics and role of entrepreneur and the basics of project finance and issues related to setting small business.

Goals :

To enable the students to develop the achievement motivation and to develop entrepreneurial competency.

Objectives:

On successful completion of the course the students will be able to understand

1. the concept, characteristics and role of entrepreneur
2. the need for developing rural entrepreneurship
3. the impact of government actions in entrepreneurship development.
4. the factor that motivate the people go for their own business.
5. the opportunities available for adapting for entrepreneurs career

Contents

UNIT I

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

UNIT II

Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

UNIT III

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

UNIT IV

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans.

Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

UNIT V

Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

REFERENCE

1. Vasanth Desai "*Dynamics of Entrepreneurial Development and Management*" Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta "*Entrepreneurial Development*" Sultanchand & Sons.
3. P.Saravanavelu "*Entrepreneurship Development*" Eskapee publications.
4. S.S.Khanka "*Entrepreneurial Development*" S.Chand & Company Ltd.,
5. Satish Taneja, Entrepreneur Development ; New Venture Creation

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

2.1 OPERATIONS MANAGEMENT

Course Number :

AIM : To focus on key analytical methods and provide practical insight for operations management.

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

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

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

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

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

References :

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

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

2.2 MARKETING MANAGEMENT

Course Number :

Subject Description :

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies and global market.

Goals:

To enable the students to learn the basic functions, principles and concepts of marketing for effective managerial function.

Objectives:

On successful completion of the course the students should have:

Understand the marketing concepts and tasks in the global economy.

To learn the buyer behaviour and factors influencing the buyer behaviour.

To understand the marketing communication process and mix along with the marketing channels.

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

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

References :

1. Marketing Management - Philip Kotler - Pearson Education/PHI 12th Edition, 2006.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context – VS Ramasamy & S. Namakumari - Macmillan India, 2007.
4. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education, 11th Edition, 2007.
5. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
6. Case and Simulations in Marketing - Ramphal and Gupta - Goglatia, Delhi.
7. Case Studies in Marketing - R.Srinivasan - PHI.
8. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi, 2007.
9. Marketing Management – S.Jayachandran - TMH, 2003.

2.3 FINANCIAL MANAGEMENT

Course Number :

Subject Description :

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of finance in management.

Objectives:

On successful completion of the course the students should have:

To learn the various functions of financial management along with the application.

To learn capital budgeting and cost of capital.

To understand capital structure, dividend policy and working capital management.

UNIT I

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

UNIT II

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT III

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.

UNIT IV

Capital Structure Theory - Net Income Approach - Net Operating Income Approach - MM Approach - Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM.

UNIT V

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

References :

1. Richard A.Brealey, Stevart C.Myers, "Principles of Corporate Finance" McGraw Hill, New York.
2. James C.Van Horns, "Financial Management & Policy" Prentice Hall of India (P) Ltd., New Delhi.
3. John J.Hampton, "Financial Decision Making – Concepts, Problems and Cases" Prentice Hall of India (P) Ltd., New Delhi (1994).
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. B J Camsey, Engene F.Brigham, "Introduction to Financial Management", The Gryden Press.
6. I.M.Pandey, "Financial Management", Vikash Publishing, New Delhi.

2.4 HUMAN RESOURCE MANAGEMENT

Course Number :

Unit I : Human Resource Function

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

Unit II : Recruitment & Placement

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

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

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

Unit III : Training & Development

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

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

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

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

Unit IV : Compensation & Managing Quality

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

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

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

Unit V : Labour relations and employee security

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

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

References:

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. H. John Bernardin & Joyee E.A. Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
3. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
4. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
5. Dr. R. Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

2.5 QUANTITATIVE TECHNIQUES

Course Number :

AIM

To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

UNIT I

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem – Economic interpretation

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

UNIT III

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

UNIT IV

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

UNIT V

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

References :

1. Operations Research – An Introduction – Hamdy A Tata
2. Operations Research – Kanti Swarup, Gupta And Man Mohan
3. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
4. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
5. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
6. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2000
7. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
8. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan , 1997
9. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

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

2.6 RESEARCH METHODS FOR MANAGEMENT

Course Number :

Subject Description :

Research Methods of Management emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

Goals:

To familiarize the students with methodology of research and its application in managerial decision making.

Objectives:

On successful completion of the course the students should have:

To understand scope and significance of research in business decisions.

To study and understand sampling techniques along with hypothesis.

To understand various scaling techniques and parametric and non-parametric test.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

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

References:

1. Rao K.V. Research methods for management and commerce - sterling
2. Zigmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill, 2007
5. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 4th Edition, 2004
6. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.
7. Anderson etal - Assignment and Thesis writing.
8. Uma Sekaran, Research Methods for Business, Wiley Publications.

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

2.7 Computer Applications in Management (Only Practical Examination)

D.2 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : ENTREPRENEURSHIP AND INNOVATIONS

Course Number :

Subject Description

The course presents the various aspects of entrepreneurship, invention and importance of innovation in business management and expansion.

Goals

To enable the students to learn the various aspects of innovation and methods of Fostering Innovation

Objectives

On successful completion of the course the students will be able to understand

1. the importance of innovation in business
2. the process of planning innovation
3. the role of innovation in marketing.
4. the various tools in technological innovation.

Contents

UNIT I

Innovation in business – the big picture –The IQ – Innovation Quotient – Stepping off the cliff – Establishing environments for creativity - Cycling worlds – Creating the climate – Taking risks, failing and being OK.

UNIT II

Working in an environment for creativity – The death of the chairperson – Listening: for ideas and to the meeting in your head – Speaking for easy listening – Questioning... the wisdom? – The destructive nature of questions – Hiding ideas behind questions – Discounting and revenge cycles – itemized response

UNIT III

The Creative Problem – solving Structure - Planning - Task analysis – Springboards – Speculative thinking exercise – Imaging, metaphor, analogy and excursion – Journey into absurdity – Selection of springboards – Idea development – Developmental thinking exercise – Next steps – Learning from actual experience.

UNIT IV

Invention and Innovation – The Breakthrough Dilemmas – Invention : Seeing Differently – Innovation: The Long Road – Fostering Invention – Mentoring and Apprenticeship – Fostering Innovation –Innovative Research Groups – Obstacles to Radical Innovation – Cultures of Innovation – Innovation at the Crossroads.

UNIT V

Innovation and the Market – Assessing the Risk - The Innovation Process – Where Are We Now ? – The Diagnosis – The Consultation Group – Selecting a Strategy – Preparing the Organisation – Setting up the Investment.

Evaluating the Costs of the Project – Evaluating the Impact of the Project - Innovation is a State of Mind – Technology Watch – Acquiring Technological Innovation – Intellectual Property – Partnership

REFERENCE

1. Bellon Whittington “Competing through Innovation” , Prentice
2. Peter F. Drucker, Innovation and Entrepreneurship
3. Michael H. Morris, Donald F. Kuratko, and Jeffery G Covin, Corporate Entrepreneurship & Innovation
4. Robin Lowe and Sue Marriott, Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization
5. John Bessant and Joe Tidd, Innovation and Entrepreneurship

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

3.1 BUSINESS ENVIRONMENT AND ETHICS

Course Number :

Subject Description :

Business Environment Ethics emphasizing on emerging trends in social, political, ethical and legal aspects affecting business decisions explaining the business environment concepts in significance along with the fiscal policy.

Goals:

To enable the students to learn the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

Objectives:

On successful completion of the course the students should have:

Understand the concepts in significance of business environment along with the social responsibility.

To learn organizational ethic theories and sources.

To understand the fiscal policy and legal environment of business.

To understand global management issues.

UNIT I

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

UNIT II

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

UNIT III

Global management Issues MNCs Politics and Environment

Multi national corporations and Government relationship, Business in Politics, Managing environmental quality, Ethics & Profit in Business.

UNIT IV

Fiscal Policy - Central finances and New fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms - Expenditure Tax - Public debts & deficit financing.

UNIT V

Legal environment of business - Monopolies Restrictive Trade Practices Act. Foreign Exchange Management Act-1 Securities and Exchange Board of India Act - Customs & Central Excise Act - Central & State Sales Tax - Consumer Protection Act Patents Act - Competition Law.

References :

- Adhikari M - Economic Environment of management
1. Francis Cherunilam - Business Environment
 2. Pruti S. - Economic & Managerial Environment in India
 3. Shaikh Saleem – Business Environment, Pearson Education, 2006
 4. Davis & Keith William C. Frederik - Business and society
 5. Amarchand D - Government and Business
 6. Mankard - Business Economics, Mac Millan.
 7. A.N.Agarwal - Indian Economy - Wishwa Prakashan
 8. Steiner & Steiner - Business Government and Society, McGraw Hill, 2003.
 9. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001.

3.2 MANAGEMENT INFORMATION SYSTEM

Course Number :

Unit I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

Unit IV

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology.

TEXT BOOKS

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
2. Effy Oz, "Management Information Systems", Vikas Publishing House, Third Edition, 2002.
3. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.
4. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, Tata McGraw-Hill ,2007.
5. R.Srinivasan, "Strategic Management", IInd edition, Prentice Hall of India, New Delhi.
6. M.Senthil, "Management Information System", 2003.

3.3. PERSONNEL MANAGEMENT CONCEPTS

OBJECTIVE

To equip students with Human Resources Concepts.

UNIT I

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

UNIT II

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

UNIT III

Human resource planning – need – benefits – process of human resource planning – man power plan component – determination of the quality of personnel – Job Diagnostic Survey – job analysis – technique of Job Analysis data – job description – Minnesota Job Description Rewards – role analysis and technique of Job Analysis data- job specification Management by Objectives – Work rules – recruitment process – sources of recruitment – methods – recruitment practices in India – Scientific selection – selection procedure and Process – HRIS – Human Capital Management – Human Resource Accounting.

UNIT IV

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

UNIT V

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

REFERENCE BOOKS

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

3.4. METHODOLOGY OF TRAINING AND DEVELOPMENT

OBJECTIVE

To give students pedagogy for Training.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

REFERENCE BOOKS

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

3.5. HUMAN RESOURCE DEVELOPMENT AND PLANNING

OBJECTIVE

To help students understand Human Resource Development Process.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

REFERENCE BOOKS

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

3.6. INDUSTRIAL RELATIONS MANAGEMENT

OBJECTIVE

To sensitize students to issues of Industrial Relations.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

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

REFERENCE BOOKS

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

Richard Hyman, Understanding European Trade Unionism: Between Market, Class and Society, Sage Publications, 2001.

3.7 SUMMER PROJECT REPORT & VIVA VOCE

D.3 PG DIPLOMA IN ENTREPRENEUR DEVELOPMENT : LEGAL ASPECTS OF BUSINESS

Course Number :

Subject Description :

This course presents the various types of business organisations and the various legal formalities to be followed to start an organisation.

Goals :

To enable the students to learn the various kinds of business organisation and the method of promoting them.

Objectives

On successful completion of the course the students will be able to understand

1. the various types of business organisations
2. the merits and demerits of various form of organisation
3. the various legal formalities in starting an organisation
4. the procedure for establishing a company.

Contents

UNIT I

Nature And Scope Of Business-Concept of Business-Branches of Business-Business System-Business organization as a system-systems approach applied in an organization-Objectives of modern business-Essentials of a successful business-Forms of Business Organisations- Forms of private and public sector enterprises-Rationality of public enterprises-Objectives of public enterprises-Management of state enterprises-Forms of state enterprises-Department undertaking-Government company-Public corporation-Features, merits and demerits.- Planning- Advantages and limitations of planning – organization structure- Line, functional,

staff organisations-Line and staff conflicts-projects, committee organization-Management consultancy

UNIT II

Law Relating To Partnership: Growth of Law of Partnership-Customs and usage of trade as origin; partnership law under the different schools-Hindu Law of partnership, Jews Law, Roman Law, French Law, English Law, American Law and Indian Law.-Indian Partnership Act,1932 – Introduction-Applications to provisions of Act IX of 1872 (Indian Contract Act,1872)-Outline of the Act. Definition of Partnership-Mode of creating partnership-Deed of Partnership-Firm name-Property of the firm-Tenancy right-Position of minor-Position of alien enemy-Insolvent-Married and un married woman-Hindu Undivided Family-A foreigner, Convict, Corporation in partnership-Types of Partnership-Partnership at will and Particular partnership, Classification of partnership on the basis of liabilities-Limited liability partnership and unlimited liability partnership-and Partner by holding out of estoppels.

UNIT III

Partnership and Other Association-Partnership and H.U.F-Partnership and co-ownership-Partnership and club or non-trading association-Partnership and Joint Stock Company. Rights, Duties, Liabilities and Authorities of Partners-Mutual rights and duties-Rights and authorities-Liabilities-Rights of transferee of a partner's interest-Rights of a partner-Duties of partners-mandatory and duties subject to agreement-Authorities of partners-Limitation of implied authorities-Reconstruction-Liability of a retiring partner-Liability of insolvent partner-Effect of change in constitution of the firm on guarantee given-Rights of outgoing partner-Agreement in restraint of trade.

UNIT IV

Registration of Firm-Mode of registration-Application for registration-Signature-Verification-Fees-Certificate of registration-Registrar of firm-Rectification of mistake-Amendment of register by order of court-Penalty for furnishing false particulars-Inspection-Copy and rules of evidence regarding register and filed documents-Effects of non-registration of firm-Dissolution of Firm – Types of dissolution-Compulsory dissolution - voluntary dissolution under supervision of court and without the supervision of court-Rights- duties-and liabilities after dissolution of firm-Mode of giving public notice.

UNIT V

Company Law – Nature of Company-Kinds of Companies-Formation of Company-Memorandum of Association-Articles of Association-Prospectus-Membership in a Company-Share Capital-Shares-Borrowing Powers-Management and Administration-Meetings and Proceedings-Accounts and Auditors-Prevention of Oppression and Mismanagement-Compromises, Arrangements and Reconstructions-Winding up. Indemnity And Guarantee-Bailment And Pledge-Contract Of Agency-Sale Of Goods – Formation of Contract – Conditions and Warranties –Transfer of Property – Performance of Contract – Rights of an Unpaid Seller-Negotiable Instruments – Negotiable Instruments – Notes, Bills and Cheques-Parties to a Negotiable Instrument – Negotiation-Presenment of a Negotiable Instrument-Dishnour of a Negotiable Instrument-Discharge of a Negotiable Instrument-Rules of Evidence.

REFERENCE :

1. SS Gulshan, Business Law, Excel Books, 3rd Edition, 2006
2. Y.K.Bhusan, Business organisation and management
3. R.K.Sharma and Sashi K. Gupta, Business organisations.
4. S.C.Khuchal, Business Law
5. N.D.Kapoor, Business Law

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

4.1 STRATEGIC MANAGEMENT : INDIAN AND GLOBAL CONTEXT

Course Number :

Objectives : Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination: Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

Unit I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment 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 - Stockholders' expectations, Scenario-planning - industry analysis.

Unit III

Strategy Formation

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

Unit IV

Tools of Strategy Planning and evaluation :

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

Strategy implication & Control :

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

References :

1. Pearce & Robinson, Strategic Management, All Indian Travellers N D.

2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Majifu, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.

9. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

4.2 INTERNATIONAL BUSINESS

Course Number :

UNIT - I

Introduction and Overview

Introduction and Overview : Introduction - The Globalization of the World Economy - The Changing Nature of International Business - Differences in International Business.

UNIT - II

Country Factors

National Differences in Political Economy : Introduction - Political Systems - Economic Systems - Legal Systems - The Determinants of Economic Development - States in Transition.

Differences in Culture : Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change - Cross-Cultural Literacy - Culture and competitive Advantage.

UNIT - III

The Global Trade and Investment Environment

International trade Theory : Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond.

The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT - IV

Foreign Direct Investment : Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries.

The Global Monetary System

The Foreign Exchange Market : Introduction - The Functions of the Foreign Exchange Market.

UNIT - V

The Strategy and Structure of International Business

The Strategy of International Business : Introduction - Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice.

Mode of Entry and Strategic Alliances : Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work.

Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance - Counter trade.

References :

1. Hill.C.W., International Business : Competing in the Global market place, Irwin-McGraw Hill, 1999.
2. Philip R.Cateora, International Marketing, Irwin McGraw Hill, 9th edn.
3. Shivaramu, International Business, Macmillan India.
4. Francis Cherunilam, International Business, Wheeler Publications.
5. Charles W.L., Hill, International Business, Irwin-McGraw Hill, 1998.

4.3. COMPENSATION MANAGEMENT

OBJECTIVE

To give students skills about compensation.

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

REFERENCE BOOKS

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

4.4. PERFORMANCE MANAGEMENT SYSTEMS AND STRATEGIES

OBJECTIVE

To show students performance management.

UNIT I

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

UNIT II

Performance management and compensation strategies – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits – Employee services, Health care, Lon term care- Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation.

UNIT III

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

UNIT IV

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

UNIT V

Issues and concerns in Performance Management.

Cases relating to issues discussed in the previous units.

REFERENCE BOOKS

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

4.5. ORGANIZATIONAL DEVELOPMENT AND CHANGE

OBJECTIVE

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

REFERENCE BOOKS

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

D.4 P.G. DIPLOMA IN ENTREPRENEUR DEVELOPMENT : BUSINESS PLAN

Course Number :

Subject Description

The course presents the various aspects of a business plan and its preparation.

Goals

To enable the students to prepare a good business plan.

Objectives

On successful completion of the course the students will be able to understand

1. the importance of business plan.
2. the various components of business plan.
3. to prepare the business plan for starting a business.

Contents

UNIT I

Business Plan : The Meaning - The 'Why' of Business Plan - Basic Parameters - Basic parameters : Timing of Decisions Undertaken - Project Parameters :The Common Considerations – Factor of successful business – capital management – eligibility to attract motivates- financial control – Anticipating change and adaptability.

UNIT II

Business Plan process – Sources of Information – Internet , government sources and statistics – offline research resources- Library –SBDC's – Trade and industries association – sources of market research – evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

UNIT III

Business Plan Components – The Executive Summary – Company Description – Industry Analysis & Trends – Target Market – Competition – Strategic Position & Risk Assessment – Marketing Plan & Sales Strategy – operations – Technology Plan – management & Organization – Community Involvement & Social Responsibility – Development, Milestones & Exit Plan – The Financials.

UNIT IV

Exploratory –cum-Desk Research (EDR) – Field Interviews : An Essential Skill – Field Interviews : useful Tips - Product / Service and EDR /DMR – Detailed Market Research (DMR) – Other Methods – Analysis of Information - Need for Judgments – Soft Drink Illustration – Errors and Precautions – Manufacturing Process – Sources of Technical Know-how - Reassurance on Manufacturing Process – Plant and Machinery – Supplier Identification – Interaction with Suppliers – Supplier Selection - Tips on Supplier – transaction.

UNIT V

The Lay – out – Built-up Area – Raw materials - Packing – Land Requirement – Utilities – Manpower – Search for Location : Reasons – Selection Criteria-Information Sources – Location

/ Site Selection - Purpose of Financial viability – Financial viability : Meaning – Project Cost – Avoid Differences with Loaning Agency – Working Capital and Working Capital Margin - Assessment of Working Capital Requirement – Working Capital Assistance. Capacity Utilization and Income, Expenditure, Profit Estimate – Viability Test – profitability – Cash Flow Estimate – Risk Analysis – Financial Viability : A Recapitulation – Implementation schedule.

REFERENCE

1. Rhonda Abrams “The Successful business Plan Secrets & Strategies” Prentice
2. Rhonda Abrams “ The business Plan in a day ” Prentice
3. Business plan Preparation –Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Gensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours