FACULTY OF
BUSINESS MANAGEMENT & COMMERCE
SYLLABII
FOR
Master of Business Administration (MBA-HR)
(Semester System)
Examinations, 2014-2015
Note: 1. Examination in each subject will be of 3 hours duration.  
2. Maximum marks for external/written examination is 50 marks and Internal Assessment is 50 marks except for seminar and workshop courses.

Instructions to the Paper Setters:

*IF THERE ARE TWO UNITS*: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

*IF THERE ARE FOUR UNITS*: Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B.: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

**SCHEME OF EXAMINATION FOR MBA (HR)**

**FIRST SEMESTER**

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<tr>
<th>Subject Code</th>
<th>Paper Title</th>
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<tbody>
<tr>
<td>MBA HR 6101</td>
<td>ECONOMICS FOR HUMAN RESOURCES</td>
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<td>MBA HR 6102</td>
<td>BUSINESS ENVIRONMENT</td>
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<td>MBA HR 6103</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>MBA HR 6104</td>
<td>MANAGEMENT ACCOUNTING</td>
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<td>ORGANISATIONAL BEHAVIOUR</td>
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<td>MBA HR 6106</td>
<td>WORKSHOP ON BUSINESS COMPUTING</td>
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<td>MBA HR 6108</td>
<td>WORKSHOP ON BUSINESS RESEARCH</td>
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**Total**: 600

**SECOND SEMESTER**

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<tr>
<th>Subject Code</th>
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<tr>
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<td>LABOUR LEGISLATION-I</td>
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<td>MBA HR 6202</td>
<td>INDUSTRIAL RELATIONS AND LABOUR POLICY</td>
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<td>MBA HR 6204</td>
<td>MARKETING MANAGEMENT</td>
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<td>PRODUCTION MANAGEMENT AND QUANTITATIVE TECHNIQUES</td>
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<td>MBA HR 6206</td>
<td>SUMMER TRAINING AND VIVA-VOCE*</td>
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<td>COMPREHENSIVE VIVA-VOCE**</td>
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<td>MBA HR 6208</td>
<td>SEMINAR ON MANAGEMENT OF CHANGE</td>
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<td>MBA HR 6209</td>
<td>SEMINAR ON HUMAN RESOURCE PLANNING</td>
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<td>MBA HR 6210</td>
<td>WORKSHOP ON QUALITATIVE RESEARCH METHODS</td>
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<td>MBA HR 6211</td>
<td>WORKSHOP ON BUSINESS COMMUNICATION</td>
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**Total**: 800

*At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.*

**Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semesters.**
### MASTER OF BUSINESS ADMINISTRATION SYLLABUS

#### THIRD SEMESTER

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<th>Subject Code</th>
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<tr>
<td>MBA HR 7101</td>
<td>LABOUR LEGISLATION-II</td>
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<td>STRATEGIC HUMAN RESOURCE MANAGEMENT</td>
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<tr>
<td>MBA HR 7103</td>
<td>PERFORMANCE AND COMPENSATION MANAGEMENT</td>
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<td>MBA HR 7104</td>
<td>ORGANISATION DEVELOPMENT</td>
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<td>WORKSHOP ON TRAINING AND DEVELOPMENT</td>
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<td>MBA HR 7106</td>
<td>WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING</td>
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<tr>
<td>MBA HR 7107</td>
<td>SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE</td>
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**TOTAL 600**

#### FOURTH SEMESTER

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<td>MBA HR 7202</td>
<td>PERSONAL EFFECTIVENESS AND LEADERSHIP</td>
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<td>MBA HR 7203</td>
<td>WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS</td>
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<td>MBA HR 7204</td>
<td>COMPREHENSIVE VIVA-VOCE***</td>
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<tr>
<td>MBA HR 7205</td>
<td>RESEARCH PROJECT****</td>
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<td>MBA HR 7206</td>
<td>SEMINAR ON ETHICS AND CONDUCT OF BUSINESS</td>
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<td>MBA HR 7207</td>
<td>SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS</td>
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**ANY ONE OF THE FOLLOWING OUT OF THE PAPERS OFFERED**

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<tr>
<td>MBA HR 7211</td>
<td>WORKSHOP ON HUMAN RESOURCE VALUATION</td>
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<td>STRESS MANAGEMENT</td>
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<td>DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT</td>
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<td>MBA HR 7215</td>
<td>DYNAMICS OF TRADE UNIONS</td>
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<td>MBA HR 7216</td>
<td>EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS</td>
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<td>COMPARATIVE INDUSTRIAL RELATIONS</td>
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<td>MBA HR 7218</td>
<td>MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT</td>
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<td>MBA HR 7219</td>
<td>WORKSHOP ON BUILDING LEARNING ORGANISATIONS</td>
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<tr>
<td>MBA HR 7220</td>
<td>INDUSTRIAL ENGINEERING</td>
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**TOTAL 700**

*The topic of the Research Project and the Supervisor will be decided in the 3rd Semester*

*** Comprehensive Viva-VOce of 4th Semester would be based on papers taught in 3rd and 4th Semester.
**** The research project will start from 3rd Semester. It will be continued in 4th Semester. The marks for this project will be counted in 4th Semester only.
Objective: To provide an insight into the economic concepts with special reference to their significance and use in human resource management.

UNIT-I
Meaning of economics, importance and uses, micro and macro economics - difference and interrelationship between them, basic economic problem, demand analysis - law of demand, derivation of demand curve using utility analysis and indifference curve analysis, revealed preference theory of demand, critical appraisal of utility analysis, IC analysis and revealed preference theory, consumer surplus and its measurement.

UNIT-II
Concept of average revenue, marginal revenue and their relationship, elasticity of demand, concept of average cost, marginal cost and their relationship, cost curves and economies of scale, price and output determination under perfect competition, monopoly and monopolistic competition.

UNIT-III
Labour markets - Its economics and actors in labour market, labour supply - factors affecting labour supply, deriving labour supply curve using indifference curve analysis with special reference to income and substitution effect, deriving market labour supply curve from supply curve of individual workers, labour supply elasticities and problems with regard to elasticities, impact of welfare and incentives on labour supply, labour demand - demand curves for labour in short run and long run.

UNIT-IV
Equilibrium in labour markets under perfect competition, monopoly and monopolistic competition, workers mobility, race and gender discrimination and their impact on labour market equilibrium.

References:
2. Ehrenberg, R.G. and Smith, R.S., Modern Labor Economics, Pearson Education.
M.B.A. (HR) 6102 : BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT-I

Concept of business environment: Its significance and nature, interaction matrix of different environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors, pharmaceutical industry, food processing, electronics, fertilizers, steel, soft drinks, and TV.

UNIT-II


UNIT-III

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India’s export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT-IV

Socio-cultural environment in India: Salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and Indian business, impact of mass media on Indian business, changing role of rural sector in India: Rural income and rural demand of consumer durable.

References:

M.B.A. (HR) 6103: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT-I

Human resource management - Functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT-II

Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT-III

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

UNIT-IV

e-HRM/HRIS, measuring intellectual capital, impact of HRM practices on organisational performance, contemporary issues in human resource management, global HR practices.

References:

M.B.A. (HR) 6104: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT-I


UNIT-II

Revenue recognition and measurement (AS-9), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis - ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT-III

Cost accounting objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet, introduction to methods of costing, techniques of costing - marginal costing and its managerial implications, budgetary control, standard costing and variance analysis.

UNIT-IV

Contemporary issues in management accounting - value chain analysis, activity based costing, activity based budgeting, target and life cycle costing, quality costing.

References:

M.B.A. (HR) 6105: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization.

UNIT-I

Introduction to OB - Concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management, human relations schools, Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction.

UNIT-II

Personality - Meaning, determinants, theories, Myers-Briggs type indicator (MBIT) and big five model, leadership - theories, determinants, style and challenges to leadership in India, motivation and morale - concept and applications, communication - interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT-III

Group process - Group and intergroup behaviour, group decision making, team management - types of teams, teams in modern workplace, team vs. group, power - concept, bases of power, distinction between power and authority, power distribution in organization, organisational politics - concept, consequences, reasons and management of political behaviour, work stress - causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT-IV

Conflict and inter-group behaviour - Sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organisational culture - functions, creating and sustaining of OC, development and implications of OC, organisational effectiveness - concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References:

1. Brooks, I., Organizational Behaviour, Individuals, Groups and Organisation, Pearson Education Ltd.
5. Robbins, S.P., Judge, T. and Sanghi, S., Organizational Behavior, Pearson Education.
**M.B.A. (HR) 6106: WORKSHOP ON BUSINESS COMPUTING**

**Objective:** The objective of this paper is to develop skills in handling computer and use it as a strategic resource in management.

**UNIT-I**

Overview of computer applications in public services, business and industry, microsoft word-mail merge, hyperlinks and bookmark, microsoft excel - mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae, introduction to database and operational level of one corporate database viz. prowess.

**UNIT-II**

Network-services and its classification, knowledge management using internet, search engines, techniques to use search engine effectively, use of on-line databases (RBI//World bank/IMF etc.) in terms of data extraction and report generation, HTML - basic HTML tags, web page designing using any software, application of computers in project management - features, capabilities & limitations of project management software (with reference to popular software viz. MS-project).

**References :**


**M.B.A. (HR) 6108: WORKSHOP ON BUSINESS RESEARCH**

**Objective:** To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

**UNIT-I**

Introduction to business research: definition, characteristics, types, research process – an overview, review of literature – its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types, research design - definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments, measurement and scaling concepts, measurement scales.
UNIT-II

Select Stages of the Research Process - preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis - basic data analysis, hypothesis testing –t test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References :

SECOND SEMESTER

M.B.A. (HR) 6201: LABOUR LEGISLATION-I

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT-I

Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

UNIT-II

Industrial Dispute Act, 1947 - Definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, Industrial Employment (Standing order) Act, 1947 - certification process of standing orders.

UNIT-III

Trade Union Act, 1926 - Registration, immunities available to registered trade unions, Payment of Wages Act, 1936 - deductions and authorities, Minimum wages act, 1948 - fair wages, living wages, minimum wages, fixation of minimum rate of wages.

UNIT-IV


References:

M.B.A. (HR) 6202 : INDUSTRIAL RELATIONS AND LABOUR POLICY

**Objective:** The course aims at familiarizing the participants with the industrial relation scene in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of labour policy on industrial relations in India.

**UNIT-I**

Industrial relations - Concepts, origin, scope, determinants and theories, system approach - actors, context, web of rules and ideology, trade unions and industrial relations, human resource management and industrial relations, social-economic, technical, political factors affecting IR in changing environment.

**UNIT-II**

Voluntary and statutory efforts on prevention and settlement of industrial disputes, industrial relations and rationalization, modernization and automation, industrial conflict - theories, forms, causes, right to strike, consultative bodies - bipartite and tripartite, and IR strategies.

**UNIT-III**

State and labour - Theoretical aspects, framework, evolution and dimensions of labour policy in India, labour policy specially in the context of terms and conditions of employment, industrial relations and wages policy.

**UNIT-IV**

Labour policy and growth of legislative framework in India, labour administrative framework, implementation of labour policy and laws, government as an employer, new economic policy and labour, social clause and WTO.

**References:**

M.B.A. (HR) 6204 : MARKETING MANAGEMENT

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT-I

Introduction to Marketing - Meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis-understanding marketing environment, consumer and organisation buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT-II

Product planning and pricing - Product concept, types of products, major product, decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT-III

Promotion and distribution decisions - Communication process, promotion tools - advertising, personal selling, publicity and sales promotion, distribution channel decisions - types and functions of intermediaries, selection and management of intermediaries.

UNIT-IV

Marketing organization and control - Organising for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing - consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relationship management.

References:

M.B.A. (HR) 6205 : PRODUCTION MANAGEMENT AND QUANTITATIVE TECHNIQUES

Objective : To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Production Planning and Materials Management as well as the quantitative techniques helpful in production related decisions.

UNIT-I

Production management - Definition, nature and process, production and productivity, product and service design, product quality-TQM, ISO 9000:2000, cost of quality, process design and selection, work study - method study, time study, ergonomics, work measurement, activity sampling, process quality - six sigma quality, process control, control charts.

UNIT-II

Facility location, facility layout, capacity and equipment selection, operations scheduling, supply chain management, enterprise resource management, JIT production systems, technological innovations in manufacturing, tools for manufacturing planning, manufacturing automation, re-engineering, role of human resource management in production management, workforce productivity improvement.

UNIT-III

Probability - Basic concepts and approaches, addition, multiplication and Bayes’ theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions, linear programming - the graphical and simplex method, transportation models, material management and inventory control - EOQ models with discounts and price breaks, selective inventory control, simulation-Monte Carlo simulation technique, queuing theory - concept, assumptions and single server applications.

UNIT-IV

Decision theory - Decision making under uncertainty and risk, Bayesian analysis, decision trees, game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, sequencing problems, PERT /CPM-probability considerations in PERT, time-cost trade-off, replacement models.

References :

M.B.A. (HR) 6208: SEMINAR ON MANAGEMENT OF CHANGE

Objective: The course develops an analytical and operational approach to bringing about planned changing in rapidly changing environment. Organizations need to be prepared for bringing these changes.

UNIT-I

Understanding organizational change, need for bringing change, types of change, change levers, perspectives of change, understanding corporate culture, change programs.

UNIT-II

Models of change, leadership and change, case studies on change as growth, change as transformation and change as turn around, brief introduction to major organizational changes - total quality management and business process reengineering.

References:


M.B.A. (HR) 6209 : SEMINAR ON HUMAN RESOURCE PLANNING

Objective: The course aims at imparting relevant skills required to perform the functions of human resource planning in an organization.

UNIT-I

Nature of HR policy, formulating, implementing and testing HR policies, human resource planning - need, process and responsibility, factors affecting HRP, job, role, skills and competence analysis, determining qualitative and quantitative manpower requirements.
UNIT-II

Assessment of HR planning, requisites for successful HR planning, role of HRP professionals, link between human resource planning and strategic planning, HRP problem areas, impact of technology on HRP.

References:


M.B.A. (H.R.) 6210 : WORKSHOP ON QUALITATIVE RESEARCH METHODS

Objective: To develop in the students the skills necessary to conduct research using specialized techniques of qualitative research.

UNIT I

Introduction to qualitative research - Characteristics of qualitative research, comparing qualitative and quantitative research, Classification of qualitative research techniques, sampling in qualitative research, Specific qualitative research techniques - focus group interviews, in-depth interviews, Laddering

UNIT II

Specific qualitative research techniques contd. - Action research, Projective techniques, role playing, thematic appreciation test, ethnography. Ethical Issues in qualitative research.

References:

M.B.A. (H.R.) 6211: WORKSHOP ON BUSINESS COMMUNICATION

**Objective:** The course aims at developing the communication skills of students both written communication and oral communication. The students will also be taught how to analyse cases and prepare case reports.

**UNIT I**

An introduction to business communication, elements of the communication models, types of communication, barriers to communication, an introduction to the case method - steps in case analysis, principles of written communication, business letters - their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters - routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters, internal communication through memos, minutes and notices.

**UNIT II**

Principles of oral communication, speeches - speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following - selection or placement interview, appraisal interview, exit interview, group communication - meetings and group discussions, report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

**References :**

THIRD SEMESTER

M.B.A. (HR) 7101: LABOUR LEGISLATION-II

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT I


UNIT II

Child Labour (Prohibition and Regulation) Act, 1986 - Prohibition of employment of children, regulation of condition of work of children, the Workmen Compensation Act, 1923 - employers liability to pay compensation, the Workshop and Commercial Establishment Act.

UNIT III


UNIT IV


References:

M.B.A. (HR) 7102: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: The course is aimed at understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.

UNIT I
Framework of strategic human resource management, scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management, HR challenges.

UNIT II
Strategic role of HR systems - strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies.

UNIT III
Human aspects of strategy implementation, behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies.

UNIT IV
Global HRM, role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

References:

M.B.A. (HR) 7103: PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees’ performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

UNIT I
Performance management - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal.

UNIT II
Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

UNIT III
Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, Payment of Wages Act, Minimum Wages Act, wage boards, pay commissions, compensation management in multi-national organisations.

UNIT IV
Executive compensation - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

References:


**M.B.A. (HR) 7104: ORGANISATION DEVELOPMENT**

**Objective:** This course helps the students to understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems.

### UNIT I

Definition, need and importance of organizational development (OD), values, assumptions and beliefs in OD, foundations of OD, OD process, action research, overview of OD interventions.

### UNIT II

Effective team building, comprehensive interventions - confrontation meeting, survey feedback, grid OD program.

### UNIT III

Structural interventions - Work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

### UNIT IV

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

**References:**


**MBA (HR) 7105: WORKSHOP ON TRAINING AND DEVELOPMENT**

**Objective:** This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans techniques and methods used in developing people shall be taught.

**UNIT I**

Concept of training and development, difference between training and development, significance of training and development, training objectives, evolving training policy, aligning training and development policies with corporate strategies, learning process, training needs assessment.

**UNIT II**

Development of training plans, various training methods and techniques, issues in training-location, duration, techniques, preparing training programs for managerial and non-managerial employees in different manufacturing and service organizations, evaluation of training programs, training effectiveness.

**UNIT III**

Development objectives, evolving development policy, development needs assessment, preparing development plans, methods and techniques of development, issues in development - location, duration, techniques.

**UNIT IV**

Preparing development programs for different categories of managers - top level, middle level and lower level in different manufacturing and service organizations, evaluation of development programs, ways of determining development effectiveness in the organizations, significance of training and development in human resources functions like compensation, appraisal and succession.

**References:**


**M.B.A. (HR) 7106: WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING**

**Objective:** The objective of this course is to create awareness among students about the significance of enhancing negotiating skills in collective bargaining and apprise them of participative decision making so that they could adjust the conflicting interests and promotion of common interests of workers and management. The course is with particular reference to India.

**UNIT I**

Collective bargaining - Conceptual issues, meaning, characteristics, need, objectives and importance, types of bargaining - plant level, industry level and national level, advantages of collective bargaining over compulsory adjudication, process of collective bargaining - bargaining procedures, bargaining tactics, the process of negotiation, experiment of approaches to the study of negotiation, groups intergroup relations and bargaining behaviour, the process of bid and counter bid options - problem solving bargaining, scope of collective bargaining in India, concept of collective bargaining - a comparative appraisal, collective bargaining in India, UK, USA, Japan and Germany (developed and developing nations).

**UNIT II**

Workers’ participation in decision making - The philosophical basis, the concept, scope, significance and prerequisites, level of participation, participation and productivity, forms and models of workers’ participation in management, works committees, joint management councils, joint consultation, quality circles, co-determination, self management and labour directors, kibbutzim and kolokhoz schemes of workers’ participation in management in India and their evaluation.

**References :**


**MBA (HR) 7107: SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE**

**Objective:** The objective of this course is to create awareness among students about the role and need of social security system in the society. This course will also clarify the labour welfare activities undertaken and their need & significance.

**UNIT I**

Labour welfare - The concept, definition, scope and objectives, evolution of labour welfare, classification of welfare work, welfare work for various categories, agencies for welfare work, welfare work by trade unions, labour welfare work by voluntary social organizations, labour administration - agencies for administrating labour welfare laws in India.

**UNIT II**


**References :**

5. *Reports of the National Commission on Labour* (1&2) (Relevant Chapters).

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FOURTH SEMESTER

M.B.A. (HR) 7201: HUMAN RESOURCE INFORMATION SYSTEM

**Objective:** The Course gives an insight into the application of human resource information systems in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance. The focus is on merging computer technology with a strategic human resource management perspective.

**UNIT I**

Introduction - Data & information needs for HR manager, sources of data, role of ITES in HRM, IT for HR managers, concept, structure, & mechanics of HRIS, programming dimensions & HR manager, software packages for human resource information system including ERP software such as SAP (system applications and products), oracles, financials and ramco’s marshal etc.

**UNIT II**

Data management for HRIS - Data formats, entry procedure & process, data storage & retrieval, transaction processing, office automation and information processing & control functions, design of HRIS - relevance of decision making concepts for information system design, HRM needs analysis - concept & mechanics, standard software and customized software.

**UNIT III**

HR management process & HRIS - Modules on MPP (massively parallel processor), recruitment, selection, placement, module on PA System, T & D module, module on pay & related dimensions, planning & control, information systems support for planning & control, organization structure & related management processes including authority & responsibility flows, organization culture and power-data capturing for monitoring & review, behavioral patterns of HR & other managers and their place in information processing for decision making.

**UNIT IV**

Security, size & style of organizations, & HRIS - Security of data and operations of HRIS modules, common problems during IT adoption efforts and processes to overcome, orientation & training modules for HR & other functionaries, opportunities for combination of HRM & ITES personnel, HRIS & employee legislation, an integrated view of HRIS.

**References :**


**M.B.A. (HR) 7202: PERSONAL EFFECTIVENESS AND LEADERSHIP**

**Objective:** The course aims at appreciating the role of leaders in developing world class organizations. Inculcating leadership skills and values leading to personal and organizational effectiveness shall be the thrust of the workshop.

**UNIT I**

Understanding and appreciating the inspiration, elation, dilemmas and issues in becoming and being a leader, enabling others to become and be a leader, understanding and developing the concepts like vision, idealism, heroism, values, beliefs, ambition, virtue, myths, rituals etc and building sensitivity to the related experiences associated with these in leadership context.

**UNIT II**

Methods of value sustenance, team effectiveness and ego management, effective life and time management, principle centred leadership, leadership mind and heart, courage and leadership, cultural congruence and competitive effectiveness.

**UNIT III**

Leadership theories and styles, charismatic and transformational leadership, team leadership, developing leadership diversity, culture and leadership, influencing-power, politics, networking and negotiation, leadership communication.

**UNIT IV**

Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people.

**References:**


**M.B.A. (HR) 7203: WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS**

**Objective:** The course aims of providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanisms for the purpose. Extensive use of relevant cases will be made while teaching this paper.

**UNIT I**

Managing indiscipline - Basic concepts, nature of proceedings - Judicial, quasi - judicial and administrative, principles of natural justice, the law of simple discharge, misconduct and domestic enquiry, reduction in rank and reversion, complaints and decision to initiate enquiry.

**UNIT II**

Charge sheet and its drafting, service or charge sheet to workmen and reply to the charge sheet and its considerations, suspension during enquiry, criminal proceedings and departmental enquiry holding of enquiry, considerations by punishing authority.

**UNIT III**

Discipline and grievance redressal machinery - Purposes and procedures of disciplinary actions, relevant legislation relating to disciplinary proceedings, judicial control of labour court and industrial tribunals, provision relating to termination of service.

**UNIT IV**

Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization - Meaning and scope of interference of industrial tribunal cases.

**References:**


**M.B.A. (HR) 7206: SEMINAR ON ETHICS AND CONDUCT OF BUSINESS**

**Objective:** The objective of the course is to identify possible ethical problems in business context, understanding ethical issues facing businesses and business people in today’s world, generating ideas for programs and practices to solve ethical problems.

**UNIT I**

Morals, values and ethics - Inculcating integrity, work ethics, service learning, civic virtue, respect for others, living peacefully, caring, sharing, honesty, courage, valuing time, cooperation, commitment, empathy, self-confidence, character, spirituality etc. issues governing business and professional ethics, ethical paradoxes and dilemmas, ethical theories, moral philosophy and practice, legal perspectives on business ethics, corporate ethical policies, good governance and ethics, ethics and accountability, corporate social responsibility, green practices.

**UNIT II**

Value based management, moral competence and moral intelligence for managers, collegiality and loyalty, respect for authority, conflicts of interest, professional rights, employee rights, intellectual property rights (IPR), ethical issues in accounting, finance, marketing, human resource management, production and information technology, ethics in multinational corporations, moral leadership, spirituality in management.

**References:**


**M.B.A. (HR) 7207: SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS**

**Objective:** The main objective of this paper is to build interpersonal skills among students by using transactional analysis. They will learn to know about themselves as well as about others.
UNIT I

Interpersonal conflicts - Concept, reasons for their emergence, transactional analysis (TA) - Concept, objectives, importance, structural analysis (ego states-parent-adult-child), life positions, TA and communication, social transactions - Complimentary transactions, crossed transactions and ulterior transactions.

UNIT II

Stroking, time structuring, analysis of different psychological games-NIGYSOB (now i’ve got you SOB), blemishes, yes but, kick me, TA and emotional intelligence, TA and conflict resolution, benefits of TA.

References :

5. Thomas, H., I am OK, You are OK, Grove Press, New York.

M.B.A. (HR) 7211: WORKSHOP ON HUMAN RESOURCE VALUATION

Objective: The course aims at providing knowledge of relevant aspects concerning human resource valuation.

UNIT I

Finance function - An overview, objective of finance function, interface of finance function with human resource management function, principles of valuation - Estimation of future cash flows, discounting process, net present value and internal rate of return, concepts of market value added and shareholder value added.

UNIT II

Concept and importance of human capital and its application at micro level, human resource accounting - concept and historical perspective, cost-based approaches - Historical cost, replacement cost, opportunity cost and total cost, employee reporting-factors influencing disclosure, accounting and collective bargaining.

UNIT III

Value-based approaches - The Lev and Schwartz model, the Flamholtz model and the jaggi and lau model, comparative analysis of the cost and value-based approaches.
UNIT IV

References:


M.B.A. (HR) 7212: TOTAL QUALITY MANAGEMENT

Objective: The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the increasingly important area of Total Quality Management (TQM) excellence.

UNIT I
Introduction to TQM - History, aims, objectives, benefits, gurus and their principles, TQM process and phases of a typical implementation of TQM, reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques - brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven W and is/is-not questions, why-why diagrams, total quality control, quality assurance-practices and techniques, TQM and management-new management challenges, trends and contribution of TQM.

UNIT II
Customer focus - Defining external and internal customers, steps in customer analysis, methods of getting customer inputs, methods of measuring customer satisfaction, continuous improvement process - what is continuous improvement, the importance of continuous improvement, and principles of continuous improvement, processes, how to manage processes, role of TQM’s control and improvement process, designing for quality- opportunities for improvement in product design, early warning concept and design assurance, designing for basic functional requirements, reliability, availability, safety, manufacturability, cost and product performance, workforce teams-team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to teamwork, benchmarking - definition,
importance and benefits, types, basic steps, pitfalls, JIT - Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.

UNIT III
TQM for marketing function-quality in marketing and sales, factors for excellence, BPR and IT-business process management, quality control SQC/SPC-statistical process control, change management, technology and product quality, quality of after sales services-quality measurement in customer service, organization for quality - quality circles, self-managing teams, quality director, reliability of quality characteristics, quality leadership - Developing a quality culture, technology and culture, motivation, quality linked productivity.

UNIT IV

References :


M.B.A. (HR) 7213: STRESS MANAGEMENT

Objective: The course is designed to understand the nature of stress, the relationship between stress and managerial problems, examining the various methods of assessing personal and organizational stress, and indicating ways of coping with stress.

UNIT I
UNIT II
Managing stress, models of stress management, anticipating stress, measuring stress, verbal and non-verbal indicators of stress.

UNIT III
Personality, stress building personality test, taking control of yourself, stress on job, stress management at work, effectiveness of stress management.

UNIT IV
Social anxiety and stress, techniques of stress management, relaxation and stress, breathing and stretching away stress, diet and stress, exercising and stress.

References:

M.B.A. (HR) 7214: DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT

Objective: The course aims to providing a comprehensive perspective on new emergent organizational forms by discussing these in the context of environment, strategy, systems & processes.

UNIT I
Understanding environmental uncertainty - Hyper-turbulence, networks and business eco-systems, technological discontinuities, paradigm shift.

UNIT II
Changing models of strategy - Application of complexity/chaos theory to strategy, strategy as sense making, shaping and adapting to networks.
UNIT III

Emerging organizational forms - Organizations as networks/clusters, self-organizing systems, designing for innovation & change.

UNIT IV

People & process issues - Team-based systems, new roles & systems, empowerment and accountability, career-the changed perspective.

References:


M.B.A. (HR) 7215: DYNAMICS OF TRADE UNIONS

Objective: The course aims at analyzing the different issues involved in the trade unionism such as their emergencies, functions, organization, structure and leadership. Trade unionism shall be studied in the context of developing economies with special reference to India.

UNIT I

Emergence and development of labour movements, theories of trade unions, union management relations perspective, public policies and union management relations, social responsibility of trade unions, union structure and communication.

UNIT II

Trade union development and function, trade union organization, functions, peculiarities and leadership, white collar and managerial trade unions, management and employers association, union free organization.
UNIT III

Trade unionism in India - Its origin, growth and transformation, trade union and politics and role of outsiders, problems of trade union - Finance, recognition, multiplicity of unions, trade union’s attitude towards technology, trade union and new economic policy.

UNIT IV

Working of national level trade unions - AITUC, INTUC, CITU, BMS and UTUC, role of unionism in a developing economy, ILO and trade unionism, major events and international issues, impact of globalization on trade union movement, selected case studies in trade union organization management and strategies.

References:


M.B.A. (HR) 7216: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Objective: The course aims at making students understand concept and importance of emotional intelligence for organizations today and how they can build emotionally intelligent organizations.

UNIT I

Definition, importance, types of emotions, definition of emotional intelligence, emotional quotient vs. intelligence quotient, EI at work.

UNIT II

Models of EI, measuring EI, enhancing EI at work place, emotional labor.
UNIT III

Definition, meaning and types of managerial effectiveness, models of managerial effectiveness, measuring effectiveness, enhancing effectiveness.

UNIT IV

EI and personality, EI and stress coping styles, EI and managerial effectiveness, EI and leadership.

References:


M.B.A. (HR) 7217: COMPARATIVE INDUSTRIAL RELATIONS

Objective: The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.

UNIT I

Comparative industrial relations theory, objective and significance, historic background of the growth of modern industrial relations.

UNIT II

Trade unions and collective bargaining - A comparative study, types and structure of trade unions at international level, industrial relations in multinational enterprises.

UNIT III

Comparative view of the role of state and worker’s participation in decision making in U.K., U.S.A., Japan, Germany, Russia and developing country - Bangladesh, Pakistan, Korea and India.
UNIT IV

Comparative industrial relations and policy in U.K., U.S.A., Japan, Germany, Russia and developing countries, industrial relations in the world in future.

References:


M.B.A. (HR) 7218: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT

Objective: The course is designed to appreciate the importance of career strategies in a rapidly changing environment. The aim is to develop an awareness of various career orientations, individual career planning, and understanding in designing appropriate systems of organisational career development.

UNIT I

High performance management competencies - Thinking, developmental, inspirational and achieving, contingency approach of leaders, manager as relationship builder, creating vision and strategic direction, shaping culture and values.

UNIT II

Competency mapping - Problems, methods and benefits, competency assessment, competency management and competency development, model for competency mapping, managerial competencies for global markets.

UNIT III

Career planning - Knowing yourself, determining career goals, job search methods, interviewing, negotiating and accepting offer, succession planning, career development programmes, sustainable career development model, career management process map, career planning techniques, competencies in career management.
UNIT IV

Designing and leading a learning organization, leading change, career development tests and diversity management, career counselling and career guidance, career development and business strategy, special issues in career development.

References:


M.B.A. (HR) 7219: WORKSHOP ON BUILDING LEARNING ORGANIZATIONS

Objective: This course helps in understanding concept and importance of learning organizations. It makes students learn the methods of building learning organizations and organizational practices for fostering knowledge and learning.

UNIT I

Concept of learning organizations, nature and need of learning organizations, base of learning organizations, skills needed by learning organization, three phases of learning organization, adaptive and generative learning, structures and devices for learning organization.
UNIT II

Perspectives on the learning organizations, organizational learning cycle, learning as improving, learning organization as a subsystem, organizations as learning systems, learning orientations, facilitating factors of learning organization, core issues and themes in building a learning organizations, overview of few techniques and methods used for building learning organizations.

UNIT III

Role of information technology in knowledge management, organizational practices for fostering knowledge and learning.

UNIT IV

Learning organizations and change, few case studies of learning organizations.

References:


M.B.A. (HR) 7220: INDUSTRIAL ENGINEERING

Objective: This course introduces the major topics of operations research and their application in solving problems common in business. A main topic is optimization i.e. methods for finding the best solutions to complex practical problems. The emphasis is on the ability to apply suitable methods in practice, to formulate problems correctly, to solve them, and to understand the results.

UNIT I

Introduction to linear programming, linear programming via the simplex method, linear programming for nonstandard models, sensitivity analysis, linear programming in practice.
UNIT II
Networks - Minimum spanning tree, shortest route, network flow programming, PERT, PERT and time-cost, trade-offs, pert and resource levelling.

UNIT III
Integer programming - Branch and bound, integer programming-binary and mixed integer programming, genetic algorithms and heuristic methods.

UNIT IV
Dynamic programming, markov chains - birth and death models, queuing theory, inventory models.

References

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