

# Master of Human Resource and Organisational Development (MHROD)

## Part I

### Semester I

Paper 611	MANAGEMENT CONCEPTS AND PRACTICES
612	HUMAN RESOURCE MANAGEMENT
613	BUSINESS AND ETHICAL VALUES
614	MANAGEMENT OF INDUSTRIAL RELATIONS
615	MANAGEMENT ACCOUNTING
616	BUSINESS STATISTICS AND RESEARCH METHODOLOGY
617	COMPUTER APPLICATIONS I

### Semester II

Paper 621	HUMAN RESOURCE DEVELOPMENT
622	ORGANISATIONAL BEHAVIOUR
623	ORGANISATIONAL DEVELOPMENT
624	BUSINESS ENVIRONMENT
625	INDUSTRIAL RELATIONS LAWS
626	ECONOMIC AND ACCOUNTING ASPECTS OF HUMAN CAPITAL
627	COMPUTER APPLICATIONS II

## Part II

### Semester III

Paper 631	HUMAN RESOURCE PLANNING AND SELECTION
632	TRAINING AND DEVELOPMENT
633	COMPENSATION MANAGEMENT AND EMPLOYEE WELFARE
634	ORGANISATIONAL PSYCHOLOGY
635	NEGOTIATIONS AND UNION MANAGEMENT RELATIONS
636	MANAGEMENT INFORMATION SYSTEM AND E-BUSINESS
637	TRAINING REPORT

### Semester IV

Paper 641	MANAGEMENT OF TRANSFORMATION
642	CROSS CULTURAL MANAGEMENT
643	STRATEGIC MANAGEMENT
644	FINANCE FOR DECISION MAKING
645	MARKETING CONCEPTS AND PRINCIPLES
646	EMPOWERMENT AND PARTICIPATIVE MANAGEMENT
647	PROJECT REPORT

### Notes:

1. In each paper (except 617, 627, 637, and 647) 70% weightage is for written examination and 30% weightage is for internal assessment.
2. Each paper is of 100 marks having 4 credits each. The total number of credits in the MHROD programme is 112 and total marks in the MHROD programme is 2800.

# 611 MANAGEMENT CONCEPTS AND PRACTICES

**Time: 3 hours**

**Max. Marks: 100**

## Objectives

The objective of this course is to develop an understanding of the processes of management related with the basic functions, and management challenges in the emerging perspective.

## Contents

### Unit I

**Introduction :** Concept, Nature, Process and Significance of Management. Managerial Roles (Mintzberg). An Overview of Functional areas of Management – Marketing, Finance, Production, HRM, IT, R&D. Development of Management Thought: Classical, Neo-classical, System and Contingency Approaches.

### Unit II

**Planning and Control :** Concept, Process and Types. Decision-making concept and process. Bounded rationality. Management by objectives.

Corporate Planning: Environment analysis and Diagnosis, Strategy Formulations.

Managerial Control: Concept and process. Designing an Effective Control System. Techniques : Traditional and Modern (PERT and CPM).

### Unit III

**Organising:** Concept, nature, process and significance. Authority and Responsibility relationships -Delegation, Decentralisation. Departmentation basis and formats (Project and Matrix) Formal and Informal Organisation. Changing patterns in Organisation structures in the Knowledge economy.

### Unit IV

**Directing:** Motivating and Leading People at work - basic concepts. Communication- nature, process, networks and barriers. Effective Communication.

### Unit V

**International Management Practices :** A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling. Recent developments in the field of Management in a global perspective.

## Suggested Readings :

1. Weihrich, Heing and Harold Koontz, Management: A Global Perspective, Mc-Graw Hill, New-Delhi, 1997.
2. Stoner, James A. F., A. E. Freeman, and D. A. Gilbert (Jr.), Management, Prentice Hall of India P Ltd., 6<sup>th</sup> ed., 2000.
3. Ivancevich, John M., J. H. Donnelly (Jr.), and J. L. Gibson, Management: Principles and Functions, AITBS, Delhi, 4<sup>th</sup> ed., 1998.
4. Peter F. Drucker, The Practice of Management
5. Robert Y. Durand, Business Organisation, Management and Responsibilities.
6. Luthans, Fred Introduction to Management , Mc Grow Hill, 1996
7. Louis A. Allen, Management and Organization.
8. Cleland, David I. & Kind, William R. System Organisation and Management.
9. Aoeoff, H.I. Corporate Strategy.
10. Hampton, David R. Modern Management.
11. Duncan, W. Jack, Essentials of Management.
12. Fulmer, Robert M. The New Management.
13. Mc Farland, Dalton E. Management : Foundations and Practices.
14. Singh, B.P. & and T.N. Chahbra, Management Concepts a nd Practices, Dhanpat Rai, New Delhi,1998.
15. Singh, B.P. and A.K. Singh, Essentials of Management, Amexcel Books, N. Delhi,1999
16. R.S. Dwivedi, Management – An Integrated Approach
17. C.B. Gupta, General Management, Sultan Chand, New Delhi.

# 612 HUMAN RESOURCE MANAGEMENT

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

The objective of the course is to familiarise the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.

## **Contents**

### **Unit I**

**Introduction :** Human Aspect of Management, Human Relations, Personnel Management, Human Resource Management and Human Response Management, Concept, Scope and Importance of Personnel Management, Human Resource Management and Human Response Management, Changing Role of HRM- Empowerment, TQM, Quality Circle, BPR, Human Resource vs. Human Capital / Asset, etc.

### **Unit II**

**HRM, Job Analysis and Job Design :** Assessing Human Resource requirement, Human Resource Forecasting, Work Load Analysis, Job Analysis, Job Description and Specifications, , job design approaches, Job characteristic approach to job design.

### **Unit III**

**Recruitment, Selection, Training and Development :** Factors affecting recruitment, sources of recruitment (internal and external), basic selection model, psychological tests for selection, Requirement of a good test for selection. Interviewing. Placement and Induction. Training and Development.

Selection Process, Testing,

### **Unit IV**

**Compensation Management, Performance Appraisal and Audit :** Compensation Management - Job Evaluation, Base Compensation and Supplementary Compensation, Innovations in Compensation Management- ESOP, Flexi-time Schedules, etc. Performance Appraisal : Concept and Objectives, comparing actual performance with standards, Methods. Traditional and Modern Methods - Behaviourally Anchored Rating Scale, Job Changes - Transfer, Promotions, and Separations, Human Resource Audit.

### **Unit V**

**International Human Resource Management:** Concept, importance, functions, and models of International HRM. Challenges to International HR Managers.

: (Four cases to be discussed in the class)

#### **Suggested Readings :**

1. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, New Jersey, 1998.
2. D'Cenzo, David A. & Stephen P. Robbins, *Human Resource Management*, John Wiley and Sons, New Delhi, 2001.
3. Ian, Beardwell, and Len Holden, *Human Resource Management*, Macmillan, Delhi, 1998.
4. Dessler, Garry, *Human Resource Management*, Prentice Hall of India, 7<sup>th</sup> ed., 1998.
5. Saiyadain, Mirza S., *Human Resource Management*, Tata McGraw-Hill Pub. Co. Ltd., New Delhi, 2000.
6. Chhabra T. N., *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd. New Delhi. 1999.
7. Singh B. P. and T. N. Chhabra, *Personnel Management & Industrial Relations*, Dhanpat Rai and Co. Pvt. Delhi, 2000.
8. Flippo, Edwin B., *Principles of Personnel Management*, McGraw Hill, New York.
9. Dwivedi, R.S., *Managing Human Resources: Personnel Management in Indian Enterprises*, Galgotia Publishing Company, New Delhi, 2000.
10. Harzing, A. W. and Joris Van Ruysseveldt, *International Human Resource Management: An Integrated Approach*, Sage Publication, London, 1999.
11. Dowling, Peter J., D.E. Welch and R. S. Schuller, *International Human Resource Management: Managing People in a Multiple Context*, South Western College Publishing, Cincinnati, 1999.

# 613 BUSINESS AND ETHICAL VALUES

Time: 3 hours

Max. Marks 100

## Objectives

The basis objective is to make the students realise the importance of values and ethics in business particularly from the point of view of their applicability.

## Contents

### Unit I

**Ethical Values in Business - An Introduction :** Values - Concept, types and formation of values, Ethics, Values and Behaviour, Values of Indian Managers, Moral Management. Hierarchism as an Organisational Value with special reference to Indian Scenario. Relevance of Ethics and Values in Business. Success Stories of Organisations giving importance to Ethical Values in Business.

### Unit II

**Value Based Management :** Understanding of values from different perspectives with special reference to Schein. Value Based Programmes : A Qualitative Appraisal, Cultural changes and the manager's travails. Principles of Management based on Ethics and Values. International Comparison of Value Based Management with particular reference to USA, Japan, and India.

### Unit III

**Wisdom Based Management :** Meaning and difference between Knowledge and Wisdom. Knowledge Worker vs. Wisdom Worker. Concept of Knowledge Management and Wisdom Management. Difficulties in Implementing KM and WBM. Experiences of Organisations where KM and WBM have been implemented.

### Unit IV

**Quality of Life and Detached Vs. Attached Involvement :** Quality of life and Quality of Work Life (QWL). Detached vs. attached involvement from the perspective of "GITA KARAM YOGA, NISHKAM KARMA" and "SAKAM KARMA Meaning, sources and consequences of Stress, Stress Management and Detached Involvement. Case Studies on Impact of Training and Development programmes on developing values in Individuals.

### Unit V

**Measuring Progress and Understanding Success:** Measuring Progress - Economic, environmental, social and personal. Understanding Success from a comprehensive perspective taking into account both quantitative and qualitative aspects. Creating a shared vision.

## Suggested Readings :

1. Chakraborty, S. K. *Ethics in Management : Vedantic Perspectives* Delhi, Oxford University Press, 1995
2. Chakraborty, S. K. "Human Values for Managers" Prentice Hall of India
3. Shekhar R.S. , "Ethics in Management"
4. Chakraborty, S.K. *Managerial Effectiveness and Quality of Worklife : Indian Insights*, New Delhi, Tata McGraw Hill Publishing Co. Ltd., 1987
5. Sherlekar, S. A. *Management (Value - Oriented Holistic Approach)*, Delhi, Himalaya Publishing House. 1997
6. Ranganathananda, Swami, "Human Values in Management", Bhartiya Vidya Bhawan, Mumbai, 1997.

# 614 MANAGEMENT OF INDUSTRIAL RELATIONS

Time: 3 hours

Max. Marks 100

## Objectives

This course deals with analyzing both the traditional pluralistic perspectives of industrial relations (IR) as they have evolved over the years and the transformation that the subject has undergone at the global level. The hallmark of contemporary IR is its tendency to become unitarist and to merge in the wider rubric of the emerging discipline of human resource management (HRM). The course emphasizes various issues in management of IR in the HRM-dominated context of the modern business environment and developing in the participants skills in managing these issues in general and in the Indian context in particular.

## Contents

### Unit I

**Introduction:** Industrial Relations: Nature, issues, concepts and models; Unitarist, Pluralist, and Marxist perspectives of IR—Industrial relations system in India: Structure and its evolution, role of the State, and tripartism in Indian context.

Major contemporary international changes affecting strategy and industrial relations and perspectives for India. Corporate strategy and industrial relations.

### Unit II

**Industrial Conflict and Disputes Resolution:** Dynamics of conflict and collaboration. Trends in industrial conflict. Nature, causes and types of industrial disputes: handling interest and rights disputes—Statutory and Non-statutory Industrial Relations Machinery in India—Methods of industrial disputes resolution: Conciliation, mediation, arbitration, and adjudication.

Linking IR Strategy and HRM strategy: Re-definition of IR issues—Contemporary developments in global economy and polity and the industrial relations scenario.

### Unit III

**Negotiations and Collective bargaining:** Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

### Unit IV

**Grievances and Discipline :** Nature of grievances and grievance procedure. Handling employee grievances—Labour welfare. Industrial indiscipline. Disciplinary enquiries an overview. Contract of employment: sources of terms of employment contract; Overview of the Industrial Employment (Standing Orders) Act 1946—Disciplinary action and termination of employment contract.

### Unit V

**Workplace Relations:** Labour commitment. Labour productivity. Labour welfare statutory and non-statutory. Industrial democracy and participation in management (an overview). Labour Flexibility and Industrial Relations issues.

Emerging trends in Union-Management relations. Technology and industrial relations. Human resource development-implications for strategic industrial relations. Workers' participation in management and employee involvement in decision-making.

## Suggested Readings:

1. E.A. Ramaswamy (2000), *Managing Human Resources*, Oxford University Press, Delhi.
2. C. S. Venkata Ratnam (2001), *Industrial Relations: Text and Cases*, Oxford University Press, Delhi.
3. Debi S. Saini and Sami A. Khan (eds.) (2000), *Human Resource Management: Perspectives for the New Era*, Response Books (A Division of Sage), New Delhi.
4. Singh B. P. and T. N. Chhabra, *Personnel Management & Industrial Relations*, Dhanpat Rai and Co. Pvt. Delhi, 2000.
5. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, Galgotia Publishing Company, New Delhi, 2000.
6. Christopher Mabey, Graeme Salaman and John Storey (1998), *Human Resource Management: A Strategic Introduction*, Blackwell, Oxford.
7. Michael Salamon (1998), *Industrial Relations—Theory & Practice*, Prentice Hall, London.
8. ILO (ed.) (1997), *Labour Adjudication in India*, ILO, New Delhi.
9. Paul Edwards (Ed.) (1995), *Industrial Relations: Theory and Practice in Britain*, Blackwell, Oxford.
10. Government of India (1969), *Report of the National Commission on Labour*, Ministry of Labour, New Delhi.
11. Graham Hollinshead, Peter Nicholls, Stephanie Tailby (1999), *Employee Relations*, Financial Times and Prentice Hall, Essex(UK).
12. E. A. Ramaswamy (1994), *The Rayon Spinners—Strategic Management of Industrial Relations*, Oxford University Press, Delhi.
13. E.A. Ramaswamy (1997), *Labour, Management & Society*, Oxford University Press, Delhi.
14. B.R. Patil (1993), *Collective Bargaining: Perspectives and Practices*, Universities Press, Hyderabad.
15. Debi S. Saini (1994), *Redressal of Labour Grievances, Claims and Disputes*, Oxford & IBH, New Delhi.
16. Debi S. Saini (ed.) (1994), *Labour Judiciary, Adjudication and Industrial Justice*, Oxford & IBH, New Delhi.
17. Greem, G.D., *Industrial Relations*, London Pitman, 1987 Second Edition
18. Dunlop, John T., *The Industrial Relations System*, 2<sup>nd</sup> Edition, Boston Harvard Business School Press, 1993.
19. Johri, C.K. *Industrialism and Employment Systems in India* Delhi, Oxford University Press, 1992.
20. Verma, Promod, *Management of Industrial Relations*, New Delhi, Oxford & IBH, 1990.
21. Blanpain, R. (ed.) *International Encyclopaedia of Labourer Law and Industrial Relations* (Vol. 6), The Netherlands, Kluwer, 1989. Contribution on India by C.K. Johri.
22. Bagchi, Amiya Kumar (ed.), *New Technology and the Workers Response*, New Delhi, Sage, 1995.

The teacher concerned will separately announce in the class the cases to be discussed as well as the specific source materials and articles to be referred to.

# 615 MANAGEMENT ACCOUNTING

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

The basic purpose of this course is to impart knowledge of postulates, principles and techniques of accounting, and use of accounting information for decision -making and control.

## **Contents**

### **Unit I**

#### **Introduction**

Concept, Nature and Scope of Financial Accounting, Cost Accounting, and Management Accounting. Financial Accounting - Generally Accepted Accounting Principles (GAAP). Accounting Process and Systems - Journal, Ledger, Trial Balance. Brief introduction of Tally software package.

### **Unit II**

#### **Understanding Financial Statements**

Preparation of Profit and Loss Account and Balance Sheet - Schedule VI (Form of Presentation of Company Final Accounts). Long-Term Assets and Depreciation (only Straight Line and WDV). Concept of Capital and Revenue. Inventory Valuation.

### **Unit III**

#### **Analysis and Interpretation of Financial Statement**

Nature, Functions, and Limitations of various Financial Statements. Analysis and Interpretation of Financial Statements - Objectives of analysis, Major tools of analysis - Ratio Analysis, Funds Flow and Cash Flow Analysis.

### **Unit IV**

#### **Cost Accounting**

Cost Concepts and Classification : Material, Labour, and Overhead; Fixed and Variable; Direct and Indirect; Product and Period Costs, etc.. Product Costing - Job Costing, Process Costing, and Contract Costing. Cost-Volume-Profit Analysis - Break-Even Analysis, Marginal Costing.

### **Unit V**

#### **Budgetary Control and Variance Analysis**

Framework for Budgeting, Master Budget, Zero -Base Budgeting, Fixed and Flexible Budgeting. Standard Costing - Concept, Types of Cost Variances and their analysis - material, labour and overhead.

## **Suggested Readings:**

1. Lal, Jawahar, "Financial Accounting", S. Chand & Company, New Delhi, 2003.
2. Lal, Jawahar, "Advanced Management Accounting, Text and Cases, S. Chand & Company, New Delhi, 2003.
3. Horngren, Charles T., "Introduction to Management Accounting", Prentice Hall of India Private Ltd., New Delhi.
4. Horngren, Charles T., " Cost Accounting : A Managerial Emphasis", Prentice Hall of India Private Ltd., New Delhi.
5. Hilton, Ronald W., et. al., Cost Management : Strategies for Business Decisions, McGraw - Hill, 2000.
6. Kimmel, P.D., et. al., Financial Accounting: Tools for Business Decision Making, John Wiley & Sons., 2000.
7. Meigs, R. F., et. al., Accounting: The Basis for Business Decisions, McGraw -Hill, 1999.
8. Warren, C.S., et. al., Accounting, South Western , 1999.
9. Garrison, R.H. and E.W. Norean, Managerial Accounting, McGrawHill, 2000.
10. Anthony, A., et. al., Management Accounting, Prentice Hall, 2001.

# 616 BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Time: 3 hours

Max. Marks 100

## Objectives

The objective of this course is to apprise the students with the basic tools of statistics as necessary for practising managers, and also to expose the student to the research procedure and appraise them with the basic tools of research methodology.

## Unit I

**Introduction:** Introduction to Statistics, Frequency Distribution, Measures of Central Tendency, Dispersion and Skewness. Sampling Design : Sampling and Non -Sampling Errors, Introduction to Simple Random Sampling, Systematic Sampling, Sampling with Probability, Proportion of Size. Stratified Sampling, Cluster Sampling and Multistage Sampling.

## Unit II

**Probability:** Probability-Classical, Objective and Subjective, Addition and Multiplication Theorems, Generalisation and extensions, Baye's Theorem.

Probability Distributions, Discrete and Continuous, Random Variable Empirical, Binomial and Normal Distribution, Estimation- Point estimators of Population Mean, and Proportion and their Properties, Interval Estimation for Population Means and Proportions.

## Unit III

**Tests of Significance:** Tests of Significance: Type I and Type II Errors, Power of the tests, Tests using Normal, t, Chi-square and F Distributions.

## Unit IV

**Techniques of Analysing Data:** Simple Correlation and Regression; Rank Correlation; Introduction to Multiple and Partial Correlation. Index Numbers. Time Series Analysis. Non-Parametric Tests; Sign Tests, Median Tests, Runs Tests, Mann Whitney Statistics.

## Unit V

**Research Methodology:** Introduction to Research, Types of Research - Basic, Applied, Empirical. Choosing the Problems for Research. General Thesis and Principles of Research Procedures. Formulation of Hypothesis.

## *Suggested Readings :*

1. Levin, Richard I., Statistics for Management, Prentice-Hall of India, New Delhi, 7<sup>th</sup> ed., 2001.
2. Hooda, R. P., Statistics for Business and Economics, Macmillan India Ltd., New Delhi, 2001.
3. Chau, Ya-Lun Statistical Analysis with Business and Economic Analysis (Hall Rinehart & Winston,
4. Lapin, Lawrence, Statistics for Modern Business Decisions, Hart -Court Brace Joranovich.
5. William, Emory C, Business Research Methods, Richard D. Irwin, INC.
6. Kerlinger Fred N. Foundations of Behavioural Sciences (Holt Rinchart and Winston, INC), 1989.
7. Sekaran, Uma, Research Methods for Business, John Wiley and Sons, New Delhi, 2000.
8. Levine, D. M., et. al., Business Statistics, Addison Wesley, 2000.
9. Aczel, A. D., Complete Business Statistics, Mc Graw Hill, 1999.



# 617 COMPUTER APPLICATIONS I

**Time: 3 hours**

**Max. Marks 100**

**Objectives:** The objective of the course is to familiarise the students, about computers and their role in organisations.

## **Contents**

### **Unit I**

**Introduction to Computers & Hardware:** Role of Computers in organisation. Nature of computers. History of computers. Concept of Generations. Types of Computers. Components of Computer System- CPU, RAM/Primary memory VDU, Key Board, Floppy drives, Magnetic disk, taper, compact disk, Printer, plotter, scanners, video camera, speech recognition devices, etc. Mass storage devices. Recent developments in Hardware- Laptop, Notebook, palmtop, mobile communication devices.

### **Unit II**

**Computer Software:** Meaning and types of Softwares- System software, application softwares and custom-made softwares. Selection of appropriate software. Introduction to an operating system software. Use of special features of latest window based operating system-Folders, files, copy, delete, cut, paste, etc..

### **Unit III**

**Text Processor (Word Processor):** Concept and features of text processor. Introducing to a text processing software package. Understanding of use of special features of the package-spell check, shorthand, e-mail, etc.

### **Unit IV**

**Electronic Spreadsheet (ES):** Concept & features of spreadsheet. Introduction to a spreadsheet software package. Understanding and use of special features of the package - financial function, graphs, sensitivity analysis, report generation, etc. Flexible budgeting and projection, using ES.

### **Unit V**

**Managerial Application of computers:** Computer and management functions- financial, marketing, HRD, production, etc. Computer aided decision making.

## **Suggested Readings:**

1. Hunt & Shelly, Computers & Common Sense.
2. Murril & Smith, Introduction to Computer Science.
3. Rajaraman, Fundamentals of Computer.
4. Manual of MS Office covering MS Excel and MS Access.
5. Babola, The Complete Idiot's Guide to Microsoft Word, Prentice Hall of India P. Ltd., New Delhi, 2000
6. Kinkoph, The Complete Idiot's Guide to Microsoft Excel, Prentice Hall of India P. Ltd., New Delhi, 2000.
7. Saitheewempen, The Essential Excel 2000, BPB Publications, New Delhi, 2000.

# 621 HUMAN RESOURCE DEVELOPMENT

Time: 3 hours

Max. Marks 100

## Objectives

The aim of the course is to impart knowledge for developing human resources in an organisation.

## Unit I

**Introduction:** Human Resource Development (HRD): Concept, An Overview of HRD Trends and Practices.

## Unit II

**HRD and Management:** Attitude of Top Management towards HRD Motivational Aspects of HRD. Development Supervision. Career Development, Organisational Climate.

## Unit III

**HRD Activities:** Organisation of HRD Activities. Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture Appraisal of HRD efforts.

## Unit IV

**HRD Experiences:** HRD in Manufacturing and Service Industry. HRD in Government and Public Systems. HRD in Education, Health and other Sectors. Comparative HRD -International Experiences.

## Unit V

**Emerging Issues in HRD:** Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts. Emerging trends and perspectives. Future of HRD.

## *Suggested Readings:*

1. Pareek, Udai and V. Sisodia, "HRD in the New Millennium, Tata McGraw - Hill Publishing Co. Ltd., New Delhi, 1999.
2. Dayal, Ishwar, Management Training Organisation, New Delhi, Prentice Hall, 1970.
3. Famularo, Joseph J., Handbook of Human Resource Management, Singapore, McGraw Hill, 1987.
4. Khandelwal, A, Human Resource Development in Banks, New Delhi, Oxford & IBH, 1988.
5. Nadler, Leonard (ed.) Corporate Human Resources Development Van Nostrand Reinhold, 1980.
6. Parek, U. and T.V. Rao, Designing and Planning Human Resource Systems, New Delhi, Oxford & IBH, 1981.
7. Rao, T.V. and D.P. Pereira, Recent Experiences in HRD, New Delhi, Oxford & IBH, 1985.
8. Rudrabasavaraj, M.N. Executive Development in India, New Delhi, Himalaya, 1977.
9. Ghosh, Biswanath, Human Resource Development and Management, Vikas Publishers, 2000.

# 622 ORGANISATIONAL BEHAVIOUR

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

To acquaint the student with the determinants of intra-individual, inter-personnel and inter-group behaviour in organisational setting and to equip them with behavioural skills in managing people at work.

## **Contents**

### **Unit I**

**Introduction:** Organisational Behaviour: Concept, Determinants and Models .

### **Unit II**

**Individual Behaviour:** Personality, Learning, Perception and Individual Decision -making. Values and Attitudes. Management's assumptions about people: McGregor's Theory X and Theory Y. Chris Argyr's Behaviour Pattern.

**MOTIVATION :** Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Vrom's Expectancy Theory. OB Mod.

### **Unit III**

**Inter-personal Behaviour:** Communication and Feedback. Transactional Analysis (TA), Johri Window.

### **Unit IV**

**Group Behaviour:** Group Dynamics, Cohesiveness and Productivity Resistance to Change.

Conflict: Sources, Patterns, Levels and Resolution. Organisational Politics.

Leadership: Concept and Styles. Fielder's Contingency Model, House's Path-Goal Theory. Leadership Effectiveness.

### **Unit V**

**Organisational Processes:** Control: Process and Behavioural Dimensions of Control.

Organisational Climate: Concept and Determinants Organisation Culture.

Organisational Effectiveness: Concept and Measurement.

Organisational change. Emerging Issues in Organisational Behaviour.

Case Studies.

## **Suggested Readings:**

1. Robbins, Stephen P., Organizational Behaviour, Prentice-Hall, New Delhi, 9<sup>th</sup> ed., 2000.
2. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York, 8<sup>th</sup> ed., 2000.
3. Grogory, Moorhead and Ricky W. Griffin, Organizational Behaviour, AITBS Publishers and Distributors, 1<sup>st</sup> ed. 1999.
4. Newstorm, John W. and Keith Davis, Organizational Behaviour: Human Behaviour at work, Tata McGraw-Hill Pub. Co. Ltd. New Delhi, 10<sup>th</sup> ed., 1998.
5. Kast, F.E. and Rosenzweig, J.E., Organisation and Management: A System and Contingency Approach, McGraw-Hill, New York, 1985.
6. Hersey, Paul and Kenneth H. Blanchard, Management of Organisational Behaviour, Prentice-Hall of India, New Delhi, 7<sup>th</sup> ed.
7. Hellriezel, D., et. al., Organisational Behaviour, South Western, 2001.
8. Terrance R. Motchell, People in Organization An Introduction to Organisational Behaviour, McGraw-Hill, New York, 1993.
9. Mullins, Laurie, Management and Organisational Behaviour, Pitman, London, 1993.
10. Singh, B. P. and T. N. Chhabra, Organisation Theory and Behaviour, Dhanpat Rai and Co. P. Ltd., New Delhi, 2000.
11. Sharma, R. A., Organisational Theory and Behaviour, Tata McGraw-Hill Publishing Co. Ltd., 2000.
12. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd., 1989.
13. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi, 5<sup>th</sup> ed., 2000.
14. Prasad, L. M., Organisational Behaviour, Sultan Chand & Sons, New Delhi, 2000.

# 623 ORGANISATIONAL DEVELOPMENT

Time: 3 hours

Max. Marks 100

## Objectives

To prepare the students as Organisational change facilitators using the knowledge and techniques of behavioural sciences.

## Contents

### Unit I

**Introduction:** Organisation Development: Concept and Process. Assumptions and values underlying organisation development (OD). Foundations of Organisation Development. Emergence of OD as an applied behavioural science.

### Unit II

**Organisational Diagnosis:** Typology of Organisations, Techniques of Organisational Diagnosis: Questionnaires, Interviews, Workshops, Task-Forces and other methods. Action Research. CHANGE AGENTS: Role, Skills and Styles of change Agents. Relation with the Client system

### Unit III

**Organisational Change, Renewal, and Development:** Planned change. Organisational Growth and its implication for change. Kurt Lewin's Model of change: Force Field Analysis Change Cycles: Power and Participative Types. Organisational Renewal and Re-energising. Role of creativity and innovation Institution Building.

### Unit IV

**OD Interventions:** Structural Interventions: Work Redesign, Work Modules Quality of Work Life (QWL), Management by Objectives (MBO), Quality Circles(QC). Behavioural Interventions: Sensitivity Training, Transactional Analysis. Career Planning. Inter-growth Interventions: Team Building, Survey Feedback, Rensis Likert's System 4 Management, Grid OD.

### Unit V

**OD and Human Resource Development (HRD):** OD-HRD interface. Participation of Top Management in OD/HRDE. OD Research and Practice in Perspective, Future of OD. Case Studies.

## Suggested Readings:

1. Ahmad, Abad, Developing Effective Organisation, Sri Ram Centre for Industrial Relations, New Delhi, 1980
2. French, W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi, 1995.
3. Hackman, J.R. and Suttle, J.L. Improving Life at Work: Behavioural Science, Approach to Organisational Change, Goodyear, California, 1977.
4. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J., 1990
5. Hersey P., and Blanchard, H.B., Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi, 1989
6. Huse, FE and Cummings, T.C., Organisation Development and Change, West, New York, 1985.
7. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural Processes in Organisations, Oxford and IBH., New Delhi, 1981

# **624 BUSINESS ENVIRONMENT**

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

The objective of the course is to make the student aware of the macro -environment that organisations face while operating at the market place. The course would also make the student capable of analysing and understanding the macro policies adopted and implemented by Governments from time to time and adjust them in decision making.

## **Contents**

### **Unit I**

Basic IS-LM frame-work, derivation of aggregate demand and aggregate supply and multiplier: Determination of consumption and effect of wealth on the IS -function. Determinants of Investment. Impact of income sensitivity of investment on the IS -curve. Interest rates and Prices.

### **Unit II**

Labour markets, short and long run aggregate supply and shifts in aggregate supply. Employment levels and inflation.

Aggregate demand and aggregate supply and the price level. Determination of real income. Shifts in aggregate demand and demand management policies of the Government.

### **Unit III**

Economic environment, market mechanism, efficiency and failure, state intervention, stabilisation policy objectives.

Movements in macro-Variables such as income, employment price level, interest rate, their movement and inter-relationship.

### **Unit IV**

Institutional frame work, Economic environment and the role of the state. Fiscal Policy - budget and taxation, Monetary policy, Money market and Banking, Keynesianism versus Monetasizm.

Structure of Indian economic, infrastructure, growth strategy, planning industrial policy and controls, public sector and public debt.

### **Unit V**

Open Economy Management, balance of payment, Exchange rate, rupee convertibility and stability, External debt, current trends in Indian economy , Liberalisation, globalisation, Global money movement and consequences. Lessons from ASEAN and China.

Macro economic Decision making and Macro economic forecasting.

Political Environment: Structure of Political Environment its importance, components and capacity to influence the business outcomes. Political ideology and economical business policies.

## ***Suggested Readings:***

With rapid developments in the field and continuous changing empirical scenario and learning of policies, no book or journal-articles can be indicated for all times. However, some basic readings will be provided on year to year basis.

1. Branson William H., *Macro Economic Theory and Policy*, Harper and Row, 1989 3<sup>rd</sup> ed.
2. Shone R., *Open Economy Macro Economics, Theory Policy and Evidence* .
3. Dernburg Thomas F., *Global Macro Economics*, McGraw Hill, New York, 1990.
4. Batiz and Batiz, *Open Economy Macro-Economics*.
5. Dernburg, thomas F., *Macro economics, Concepts, Theory and Policies* , McGraw Hill International Edition, 1985.
6. Shone R., *Open Economy Macro Economics, Theory Policy and Evidence* .
7. Ghatak, Healy and Jackson (1992), *The Macro Economic Environment*, (1992)
8. Mork, Knut Anton, *Macroeconomics for Managers* (1992), Wadsworth Publishing Co.
9. Clark, J.R., Thies, Wilson & Barr, *Macro Economics for Managers* (1990), Allyn & Bacon.
10. Hatten, Mary Louise, *Macro Economics for Management*, Second Edition (1986), Prentice Hall.
11. Wade, Keith & Francis Breedon, *Macro Economic*, (1995), Kogan Page (The Fast-Track MBA Series).
12. Prachowny, Martin F.J., *The Goals of Macro Economics Policy* (1995), Routledge.
13. Baron, David P., *Business and its Environment* (1993), Prentice Hall.
14. Joshi, V., and Little, I. M.D., *India-Macroeconomics and Political Economy 1964-1991* (1994), Oxford.
15. Joshi and Little, *India's Economic Reforms 1991-2001*, (1996), Oxford.
16. Kelkar, Vijay & Bhanaji Rao, *India-Development Policy and Imperatives* (1996), Tata McGraw Hill.
17. Jalan, Bimal, *India's Economic Crisis- the Way Ahead* (1991), Oxford.
18. *Economic Survey, Govt. of India*, latest issue.
19. *India, Economic Reform and Growth*, IMF Occasional Paper no. 134 (1995).
20. RBI, *Report on Currency and Finance* (latest issue).
21. *India Development Report-1997* (IGIDR Publication).

# 625 INDUSTRIAL RELATIONS LAWS

Time: 3 hours

Max. Marks 100

## Objectives

The course is designed to promote expert understanding of substantive and procedural including case law relating to issues in industrial relations. The approach is to develop skills in handling legal and related issues in the course of promoting employee -management relation.

## Contents

### Unit I

Industrial relations laws-objectives, scope, emergence and their working in terms of their socio - economic foundations.

Administration of industrial relations Laws-the Central Labour Department and State Governments' Labour Departments Labour Courts and Civil Courts. Judicial Review of awards of Labour Court and Industrial Tribunals.

### Unit II

The structure, provisions, judicial interpretation, and working of the The Industrial Disputes Act,1926 and The Trade Unions Act, 1926.

### Unit III

The structure, provisions, judicial interpretation, and working of the The Industrial Employment (Standing Orders) and The Factories Act, 1948.

### Unit IV

The structure, provisions, judicial interpretation, and working of the The Sales Promotion Employees, The Contract Labour (Regulation and Abolition), and The Apprentices Act, 1961

### Unit V

The implications of the working of these laws for employers, worker collectives and society.

The power of simple discharge, misconduct, domestic enquiry and disciplinary action. Detailed case law on disciplinary action and domestic enquiry.

## Suggested Readings:

1. Srivastava, S.C., Industrial Relations and Labour Laws, New Delhi, Vikas, 1994
2. Malik. P.L., Handbook of Industrial Law, Lucknow, Eastern Book Company, 1993.
3. Kothari,G.M. A Study of Industrial Law Vol. I and II Bombay, N.M. Tripathi, 1987.
4. Saini, Debi S.(ed.) Labour Indiciary, Adjudication and Industrial Justice, New Delhi, Oxford & IBH, 1994.
5. Saini, Debi S.(ed.) Cases on Labour Law- Minimum Conditions of Employment, New Delhi, Oxford & IBM, 1995.
6. Malhotra, O. P., The Law of Industrial Disputes, Vol. I Bombay, N.M. Tripathi, 1985.
7. Ghaiye, B.R., Law and Procedure of Department Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
8. Government of India, Report of the National Commission on Labour, Ministry of labour, New Delhi, 1989.

The teacher concerned will separately announce in the class the cases to be discussed as well as the specific source materials and articles to be referred to.

# 626 ECONOMIC AND ACCOUNTING ASPECTS OF HUMAN CAPITAL

Time: 3 hours

Max. Marks 100

## Objectives

The paper provides detailed framework of all aspects on the economics of labour and the accounting aspects of Human Capital. It will also provide relevant knowledge to the learners in order to solve specific labour economics problems.

## Contents

### Unit I

**Labour Economics:** Nature and role. Socio-economic relevance of labour problems in changing scenario. Evolution of organized labour. Industrialization and Development of Labour Economy. Growth of Labour Market in India in the globalised setting. Concept and Significance of Productivity. Productivity Measures, Labour Productivity and Productivity Movement. Sharing of Productivity Benefits.

### Unit II

**Theories of Wage Determination:** Concept and Problems of Wage Determination Market Forces of demand and supply of Labour: Underlying Assumptions and Impact on Wage Determination. Wage Determination in Perfect Market and Administered Market. Nature and Extent of Labour Exploitation. Wage Structure and Wage Analysis: Problems of wage Analysis. Pattern and Behaviour of wage Differentials. Principle of equal Pay for Equal Work. A brief Overview of Incentive Wage Plans. Objectives of Wage Policy in Developing Economy. Impact of Industrial Policy on Wage Policy. Assumptions of wage Legislation in India. Economic Impact of Labour Legislation in India.

### Unit III

#### Accounting Aspects of Human Capital – Cost Based Models

Basic concept of Human Resource Accounting. Monetary and Non Monetary Models, Cost Based Models. (Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, STANDARD COST METHOD, Current Purchasing Power Method (C.P.P.M.)). Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

### Unit IV

#### Accounting Aspects of Human Capital – Value Based Models

Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method, Ogan's Certainty Equivalent Net Benefits Method, Friedman and Lev's Human Resource Valuation Model, et. al.

Recent developments in the field of Human Asset/Capital Accounting.

### Unit V

**WTO and Intellectual Capital:** Emergence of WTO and patenting regime. Trade Related Intellectual Property Rights (TRIPS) and implications for India. Recent developments in India and other selected countries with regard to TRIPS both at the macro and micro level.



### ***Suggested Readings:***

1. I.L.O., Social & Labour aspects of Economic Development, Geneva, 1963
2. Patterson & Schol Economic Problems of Modern Life. Mc -Graw Hill Book Company.
3. Walter Hageabuch, Social Economics, Cambridge University Press.
4. S. Howard Patterson, Social Aspects of Industry.
5. Gerald G. Somera (Ed.) Labour, Management and Social Policy University of Wisconsin Press.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc - Graw Hill Book Company.
7. Neil W. Chamberlia, The Labour Sector, Mc -Graw Hill Book Company.
8. Richard Lester, Economics of Labour Mc Millera Company.
9. Mark Holmstrom, Industry and Inequality - The social Anthropology of Indian Labour.
10. Wilbert E. Moore. Industrial relations
11. Flamholtz, Eric,” Human Resource Accounting”, Dickenson Publishing Co., Califf, 1974.
12. Flamholtz, Eric G., “Human Resource Accounting: Advances in Concepts, Methods and Applications”, Jossey Eass Publishers, San Francisco, London, 1985.
13. Likert, Rensis, “The Human Organisation: Its Management and Value”, McGraw Hill Book Co., New York, N.Y., 1967.
14. Hermanson, Roger H. “Accounting for Human Assets”, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University, 1964.
15. Giles, W.J. and D. F. Robinson, “Human Asset Accounting”, Institute of Personnel Management and Institute of Cost and Management Accountants, London, 1972.
16. Chakraborty, S.K., “Human Asset Accounting: The Indian Context in Topics in Accounting and Finance”, Oxford University Press, 1976.
17. Brummet,R.L., Flamholtz, Eric G. and Pyle, William C., eds., “Human Resource Accounting : Development and Implementation in Industry”, Foundation for Research on Human Behaviour, Ann Arbor, Michigan, 1969.
18. Caplan, Edwin H. and Stephen Landekich, “Human Resource Accounting: Past, Present and Future”, National Association of Accountants, New York.
19. Malik, R. K., “Human Resource Accounting and Decision Behaviour”, Anmol Publication, New Delhi, 1992.
20. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.

# 627 COMPUTER APPLICATIONS II

## Objectives

The purpose of this course is to develop the application orientation of computers in Business Organisations.

## Unit I

**Programming Under DBMS Environment:** Basic Concept- data fields, records and files; files- sequential and random, their creation and Management; sorting and searching records; printing formatted reports; creating, custom forms; linking and managing related database files; Developing Menu Driven Applications; modular approach to programming main procedure and functions.

## Unit II

**Commercial and Business Applications :** Using DBMS Development Environment only:

- (a) Cost Accounting: -Data Entry Screen  
-Preparation of Cost Reports
- (b) Financial Accounting System:  
-Data Entry Screens for Cash Vouchers, Bank Vouchers & Journal Entries.  
-Preparation of Cash Book, Trial Balance, Ledger Accounts  
-Profit and Loss Account and Balance Sheets.
- (c) Order Booking, Processing and Invoicing for a Trading Organisation.

## Unit III

**Using Spread Sheet and DBMS Development Environment:**

- (a) Payroll Accounting.
- (b) Inventory Accounting; Control and Management
- (c) Break-Even Analysis
- (d) Budgeting and Budgetary Control.
- (e) Loan and Lease Accounting
- (f) Cash Flow Management and Projections
- (g) Fixed Assets Management
- (h) Financial Ratio Analysis
- (i) Evaluation of Capital Budgeting Projects

## Unit IV

**Statistical Applications:**

- (a) Frequency Distribution and its Statistical Parameters
- (b) Regression Analysis
- (c) Graphical Representation of Data
- (d) Time Series Analysis
- (e) Index Numbers

**Note :** The guidelines for use of specific software to cover operating system. Electronic spread sheet and DBMS environment shall be issued by the Department of Commerce once in a period of three years.

**Suggested Readings:**

1. Manual of MS Office covering MS Excel and MS Access.
2. Habraken, The Complete Idiot's Guide to Microsoft Access, Prentice Hall of India P. Ltd., New Delhi, 2000.
3. Kinkoph, The Complete Idiot's Guide to Microsoft Excel, Prentice Hall of India P. Ltd., New Delhi, 2000.
4. Simpson, Mastering Access 2000, BPB Publications, New Delhi, 2000.
5. Gilbert, Access 2000 – Developers Handbook, Vol.1, New Delhi, 2000.
6. Saitheewempen, The Essential Excel 2000, BPB Publications, New Delhi, 2000.

# 631 HUMAN RESOURCE PLANNING AND SELECTION

## Objectives

The Course provides framework for scientific human resource planning and selection - both in terms of quantity, mainly in the context of Indian Corporate Environment.

## Contents

### Unit I

**Introduction:** Human Resource Planning, Concept, Process, Methods and Techniques. Job Analysis, Process, Uses.

### Unit II

**Recruitment and Selection:** Internal and External Sources, Recruitment Evaluation. Significance of Selection, Scientific Selection, Selection process. Evaluation of Selection System. Changing Scenario of Recruitment and Selection in the Information Age from local and global perspective; e-recruitment, e-selection, outsourcing, etc.

### Unit III

**Employment Tests:** Concepts of Testing, Types of tests, Executive Talent Search.

### Unit IV

**Interviewing, Placement and Induction:** Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview. Conference Interview Technique used for global sourcing. Placement and Induction.

### Unit V

**HR Planning and Selection in the Modern Business Environment:** Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and selection.

## Suggested Readings:

1. Flippo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
2. Arun Monappa and Mirza S. Saiyadain, Personnel Management, Tata McGraw- Hill Bombay,.
3. Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a Method, McGraw Hill, London, 1981.
4. Dale Yoder and Staudahar Paul D; Personnel Management and Industrial Relations, Prentice - Hall, Englewood Cliffs.
5. Richard A. Fear; The Evaluation Interview, McGraw Hill, New York, 1984.
6. B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and Industrial Relations, Dhanpat Rai, Delhi, 2000.
7. P.R. Plumbley, Recruitment and Selection, Institute of Personnel Management, London, 1978.
8. Earnest J. McCremick, Job Analysis - Methods and Applications, AMACOM, New York, 1979.
9. Neil Anderson, Successful Selection Interviewing, Blackwell, Cambridge, 1993.
10. Thomas L. Moffatt, Selection Interviewing for Managers, Harper and Row, New York, 1979.
11. Gopalji, Personnel Management in Indian Industries, A shish Publishing, New Delhi, 1985

# 632 TRAINING AND DEVELOPMENT

## Objectives

The course aims at exposing the learner to the Concept and practice of training and development in the modern Organisational setting through the pedagogy of case discussions and recent experiences.

## Contents

### Unit I

**Conceptual Framework :** Concept, Rational, Principle of Training and Development, skills of Trainer, Identification of Organisational Training and Development needs, Training Resistance Training. & Development Policies, Top Management and Training & Development Programme, Designing a learning environment, Role of External agencies in Training and Development.

### Unit II

**Training and Development System:** Training & Development Systems, Methods, Choice and Dev. for interpersonal skills, For developing: Organisational knowledge, general knowledge skills, specific individual needs, other needs.

### Unit III

**Developing and Planning Curriculum:** Assessing curriculum needs, curriculum, stands, matching organisational, training needs, developing training materials.

### Unit IV

**Evaluation of T & D:** Evaluation of Training & Development. Reasons for evaluating Training. Criteria for evaluation, Problems in evaluation, Steps involved in evaluation, Principles for evaluation, Analysis and costing of Training. Methods of evaluating effectiveness of Training Efforts. Application of learning after specific training programmes.

### Unit V

**Emerging Pattern of Training and Development:** Emerging dimensions of Training and Development in the Information Age - Online Training and Development. Flexible learning modules.

## Suggested Readings:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay, 1997.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business, 1995.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley, 1979.
4. Craig, Robert L. (Ed.) Training and Development Handbook, New York McGraw Hill 1976.
5. Garner James, Training Interventions in Job Skill Development, Massachusetts, Addison-Wesley, 1981. Indian Society for Training and Development, Training and Development, New Delhi, 1989.
6. Kenney, John; Bennelly and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management, 1979.
7. Rolf, P., and Udai Pareek, Training and Development, Michalak, Donald, and Edwin G. Yager, Making the Training Process work, New York, Harper and Row 1979
8. Jack J. Phillips, Hand book of Training Evaluatiuon and Measurement Methods, Houston, Gulf, 1983.
9. Dayal, Ishwar, Management training in organisations, New Delhi, Prentice Hall, 1970

# 633 COMPENSATION MANAGEMENT & EMPLOYEE WELFARE

## Objectives

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

## Contents:

### Unit I

**Compensation Management:** Compensation management process. Basis of compensation management, motivation and financial and non-financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence. Employee benefits and total remuneration. Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organisation. Provisions governing different components of compensation and working of different institutions.

### Unit II

**Legal Aspects of Compensation:** Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The PAYMENT OF BONUS ACT, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals.

### Unit III

Case law, recent trends, and working of these laws. Employment exchanges (Compulsory Notification of vacancies) Act, 1976.

### Unit IV

**Recent Developments in Compensation Management:** Innovations in the area of compensation management in Indian and MNCs operating in India and abroad.

## Suggested Readings:

1. Armstrong, Michal and Muri's, Helen. "Reward Management: A Hand book of Salary Administration. 1988 Kagan Paul, London.
2. Belchor, David W. "Compensation Administration" 1973, Prentice Hall, Englewood Cliffs. NT.
3. Calvin Reynolds, "Compensation of overseas employees" in Hand book of Human Resource Administration" 2<sup>nd</sup> ed. Joseph J. Famularo, (ed.) (New York Mc-Graw-Hill, 1986).
4. Richard Henderson, "Compensation Management; Rewarding performance, 5<sup>th</sup> ed, (Englewood Cliffs, NJ; Prentice Hall, 1989.
5. Kothari, G.M., A Study of Industrial Law, Vol. I and II, Bombay, N.M.Tripathi,1987.
6. Malik, P.L. Handbook of Labourer and Industrial Law Lucknow, Eastern Book company, 1993.
7. Saini, Debi S. Redressal of Labour Grievances Claims and Disputes, New Delhi, Oxford & IBH, 1994.
8. Saini, Debi S. (ed.), Labourer Law, Work and Development New Delhi, Westhill Publishing House, 1995
9. Saharay, H.K., Labour and Social Laws of India Calcutta Eastern Law House, 1988.
10. Srivastav, S.C. Social Security and Labour Laws Lucknow, Eastern Book Co. 1985.
11. Government of India Report of the National Commission on Labour Ministry of Labour and Employment New Delhi 1969.

Relevant bare Acts and Rules.

The teacher concerned will separately announce in the class the cases to be discussed as well as the specific source materials and articles to be referred to.

# 634 ORGANISATIONAL PSYCHOLOGY

## Objectives

The purpose of this course is to equip the students about the various principles of psychology and how they help in minimizing the problems related to work

## Unit I

**Scope to Industrial Psychology:** History and development of the field of work psychology, major problems of industrial psychology

## Unit II

**Learning:** Learning Process, Learning curve, Principles of learning, Classical and Instrumental conditioning, Motivational factors in learning, Individual and situational differences in behaviour/

## Unit III

**Personnel Psychology and Organizational Structure:** Personnel selection, measurement of job proficiency, rating methods, executive leadership and development. Functions and Theories of organizational structure, centralization and decentralization

## Unit IV

**Attitude, Job Satisfaction, Industrial Morale and Counselling:**

Attitude: formation, measurement and its application

Job Satisfaction: Factors to job satisfaction and various theories

Industrial Morale: Determinants and measurement

Counseling: Types and functions, Counseling with special groups at work like handicapped, aged, women.

## Unit V

**Men and Machines:** Work and conditions of work, Industrial accidents and safety, Accident prone principles, Fatigue and work hours. Ergonomics: Concept and Importance.

**Case Studies:** Four case studies during the class which would be provided by the teacher.

## Suggested Readings:

1. Jucius, J. Michael: Personnel Management. Richard D Irwin Inc: Illinois
2. Ghiselli, Edwin E. and Brown C.W. Personnel and Instructional psychology. McGraw-Hill Book Co. Inc: New York
3. Blum, M.L. and Naylor, J.C. Industrial psychology; Its theoretical and social foundations. Harper and Row: New York
4. Dunnette M.D. and Hough, L.M. Handbook of Industrial and Organizational Psychology. Vol. 2 and 3, Jaico Publishing House: Delhi

# 635 NEGOTIATIONS AND UNION MANAGEMENT RELATIONS

## Objectives

To familiarise the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively.

## Contents

### Unit I

**Introduction:** Collective Bargaining: Concept and Significance. History of Collective Bargaining. Impact of technological and political changes. Approaches to collective Bargaining. Negotiation Process: Parties involved. Levels of Negotiation. Issues for Negotiation. Choice of Negotiation Agents. Preparation for Negotiations.

### Unit II

**Negotiation Skills for Effectiveness :** Negotiation skills, Effective Presentation of Demands, Strategies and Tactics Employed. Closing of Negotiation and Drafting the Agreement. Memorandum of Understanding (MOU). Communication and Administration of Negotiation Agreement. Interpretation of causes of Agreement and related problems. Break -down of Negotiation: Causes and Consequences. Third Party Intervention. Adjudication. Effective Negotiation: Mutual Trust and Understanding. Accommodation. Experiences in Negotiation; Public, Private and Multi-national enterprises. Impact of cross-cultural difference. Recent Trends in Negotiation Challenges in Future.

### Unit III

**Trade Union Movement in India :** Unions-meaning and Concept. Characteristics and Functions. Types and Structure of Unions. Theories of Unionism. Union Leadership. Managerial Unionism. Employees' Associations - Functions and Role. Growth and Development of Trade Union Movement. Problems of Unions. Workers Education.

### Unit IV

**Issues in Trade Unionism :** Democratize Unionism. Recognition of Unions. Unions and Politics. Management Vs. Union Rights. Unions and Strikes. Unfair Labour Practices. Economic and Technological Changes and role of Unions. NCL Recommendations and the Industrial Relations Bill, 1978. (Relevant Portion).

### Unit V

**Unions In Public Sector and Other Issues:** Unions in Public Sector: NCL Recommendations on Labour problems in Public Sector. Unions in Banks, Insurance, Railways and Civil Services. Unions in Public sector Industrial Undertakings. Unions and Productivity. Comparative study with Unions in Private Sectors.

**CONFLICTIVE PATTERN OF INDUSTRIAL RELATIONS:** Trade Unions and Government. Bipartite and Tripartite Forums at Industry and National levels and the Role of Trade Unions.

## **Suggested Readings:**

1. Arthur D. Butler, Labour Economics and Institutions, American Publishing Co., New York, 1961.
2. Davery, Harold, W., Contemporary Collective Bargaining, Prentice -Hall, Englewood Cliffs, N.J., 1959.
3. Dunlop, John T., and Chamberlin, Neil N., Frontiers of Collective Bargaining Henry Holt & Co., New York, 1968.
4. Flanders A., (Ed.) Collective Bargaining, Penguin Books, Middlesex, England, 1969.
5. International Labour Office, Collective Bargaining, Workers Education Manual Series, Geneva, 1973.
6. Sethi, A.S., Collective Bargaining and Industrial Relations in India, Atma Ram & Sons, New Delhi, 1964.
7. Tandon, B.K. Collective Bargaining and the Indian Scene, Sultan Chand & Sons, New Delhi, 1972.
8. The Employers Federation of India, Collective Bargaining: A Survey of Practices and Procedures, Monograph No. 8, Bombay, 1966.
9. A. Flanders, Management and Unions, Faber and Faber, London, 1970
10. C.K. Johri, Unionism in a Developing Economy, Asia, Bombay , 1967.
11. E.A. Ramaswamy, The Worker and the Union: A study in South India, Allied, Bombay, 1977.
12. E.A. Ramaswamy and Uma Ramaswamy, Industry and Labour Oxford, New Delhi, 1981.
13. Parmod Verma and Surya Mukherjee, Trade Unions in India, Oxford, New Delhi, 1982.
14. H.P. Khare, Current Trends in Indian Trade Union Movement Chugh Publications, Allahabad, 1987.
15. Ramjas, Trade Unions and Productivity in Indian Industries. Radha Publications, New Delhi, 1992.
16. Roger Undy and Roderick Martin, Ballots and Trade Union Democracy. Basil Blackwell, Oxford 1984.
17. G.K. Sharma, Labour Movement in India, Sterlung, New Delhi, 1984.
18. N.K. Kakkar, Workers Education in India, Sterlung, New Delhi, 1973.
19. AIOE, Fifty Years of All India Organisation of Employees, AIOE, New Delhi, 1984.
20. ILO, Employees' Organisations in Industrial Relations in Asia, ILO, Geneva, 1973.
21. G.O.I., M/O Labour, Report of the National Commission on Labour 1969.
22. K.N. Vaid, The New Worker, Asia, Bombay, 1968.
23. A.S. Mathur and J.S. Mathur, Trade Union Movement in India, Allahabad, 1962.
24. K.N. Subramaniam, Labour Movement Relations in India, Asia, Bombay, 1967.



# 636 MANAGEMENT INFORMATION SYSTEM AND E -BUSINESS

## Objectives

The objective of the course is to acquaint the students about the concept of information systems, internet and world wide web, and E-Business and their application in H.R.D. an O.D.

## Contents

### Unit I

**Introduction:** Need, Purpose, Objective and role of MIS in organisation. Location of MIS in organisation-Concept and design. meaning and role of MIS with respect to management levels. MIS growth and development. Decision Support System (DSS) Executive Information System (EIS). Information for decision making MIS and Decision making.

### Unit II

**Information Concepts and Information Technology :** Definition and difference between data and information. Relevance of information to Decision making. Source and types of information. Quality of information. Relevance of information in MIS. Assessing information Needs of the organisation.

Trends in information technology-Hardware and Software, Data-Communication Concepts. Centralised and Decentralised Processing. Multimedia approach to information Processing. Decision of appropriate information technology for proper MIS. Computer Networks.

### Unit III

**System Development and Applications of MIS:** Systems definition-types of systems - open, closed, deterministic, probabilistic, etc. Relevance of choice of System in MIS. Integration of organisation systems and information systems. System Development Life Cycle (SDLC). MIS applications in HRD & O.D. in manufacturing R&D, Public Transport, Hospitals, Hotels and service industries.

### Unit IV

**Internet and World Wide Web:** History and Future of Internet and WWW. Web-client and web servers. Web page and web site. Web site strategies and Web site design principles. Domain Name System (DNS). Web based HR Applications. HR Portals.

### Unit V

**E -Business:** Definition, Nature and Scope of E-Business. EDI and Inter-Organisational Automation. EDI standards, processes, and applications. Internet based EDI. E -Commerce, B2B Commerce and B2C Commerce. XML and XML-EDI. Emerging HR scenario. Virtual organisation and HR.

## Suggested Readings:

1. Robert G. Murdick, Joel. E. Ross, and James R. Clugett., Information System for Modern Management, Prentice Hall of India, New Delhi, 3<sup>rd</sup> ed.
2. Jerome Kanter, Managing With Information, Prentice Hall of India, New Delhi, 4th ed.
3. Gordon B. Davis and Margreth H. Olson, Management Information System, McGraw -Hill, New Delhi.
4. Brien, James A. O., Management Information System, Tata McGraw Hill, New Delhi, 1999.
5. Jawadekar, W. S., Management Information System, Tata McGraw Hill, New Delhi, 2000.
6. Applegate, L. M., et. al., Corporate Information System Management, McGraw Hill, New Delhi, 1999.
7. K. K. Bajaj, and Debjani Nag, "Electronic Commerce", New Delhi, 2000.
8. Parag Diwan and Sunil Sharma, "Electronic Commerce" Excel Books, New Delhi, 2000.
9. Peter Dyson, Internet/Intranet Bible, BPB Publication, New Delhi 2001.
10. Turban E., et. al., Electronic Commerce: A Managerial Perspective, Pearson Education Asia, 2001.

# **637 TRAINING REPORT**

**Time: 3 hours**

**Max. Marks 100**

The students after completing the examinations of second semester will be required to undergo 8-10 weeks of summer training in an organisation. After completing the summer training the students will make pre-submission presentation in the presence of faculty member(s) after which they will be allowed to submit three copies of the training report which will be evaluated by one external examiner out of 35 marks and one internal examiner out of 35 marks. There will a joint viva-voce examination cum presentation to be conducted by both the external and internal examiner out of 30 marks.

# 641 MANAGEMENT OF TRANSFORMATION

**Time: 3 hours**

**Max. Marks 100**

## Objectives

The objective of the course is to make the students develop the art or unlearning for thinking afresh to provide new solutions to the problems which can act as benchmarks for others to follow.

## Contents

### Unit I

**Introduction:** Concept, nature and process of planned change. Resistance to change. Emerging Horizons of Management in changing Environment. Concept of transformation vs. change. Transformational Leadership. Charismatic vs. Non-charismatic Leadership.

### Unit II

**Leadership from Within:** Concept, need and importance of developing leadership from within. Distinction between leadership from without and leadership from within. Steps for developing leadership from within.

### Unit III

**Turnaround Management:** Definition of Sickness. Causes and Symptoms of Sickness. Prediction of sickness. Revival of sick unit - Role of BIFR, SICA, Financial Institutions. Behavioural, economic, and technical issues in Turnaround Management Learning from the success stories of organisations where turnaround management strategies have been adopted and sick or potentially sick companies have been turned around.

### Unit IV

**Business Process Reengineering as a tool of Managing Transformation:** BPR – An imperative for survival. The reengineering imperative in USA, the reengineering scenario in Europe, the reengineering imperative in India, Instances of reengineering in Indian organisations (Case studies). Five steps methodology to implement BPR.

### Unit V

**Management of Transformation through New Technology and Innovations:** Technological revolution – adoption and adaptation of technology (problems of technology transfer). Innovative Technology – autonomous vs. induced inventions. Management of New Technology in relation to organisational productivity and quality of work life. Learning experiences from real life case studies.

## Suggested Readings:

1. Kelly, James N. and Francis J. Gouillart, Transforming the Organisation, McGraw -Hill, New York, 1995.
2. Sawhney, Mohan and Jeff Zabin, The Seven Steps to NIRVANA: Strategic Insights into e -Business Transformation, Tata McGraw -Hill, New Delhi.
3. Coulson - Thomas, C., Transforming the Company, London : Kogan Page, 1992.
4. Bender, Peter Urs, Leadership from Within, Macmillan India Ltd., Delhi, 1997.
5. Krishnamurti, J., Freedom From the Known, Krishnamurti Foundation, India, 1997.
6. Sai Baba, Satya Shri, Mahavakya on Leadership, Sri Sathya Sai Book & Publications Trust, Andhra Pradesh, India, 1993.
7. Hammer, M. and J. Champy, Reengineering the Corporation, Nicholas Brearley Publishing, London, 1993.
8. Jayaraman, M.S., Ganesh Natarajan and A. V. Rangaramanujam, Business Process Reengineering, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 1996.
9. CCTA, BPR in the Public Sector : An Overview of Business Process Re-engineering, HMSO, London, 1994.
10. Peppard, Joe and Philip Rowland, The Essence of Business Process Re-engineering, Prentice-Hall of India Private Ltd., New Delhi, 1997.
11. Johansson, Henry J., et.al., Business Process Reengineering: Breakpoint Strategies for Market Dominance, John Wiley and Sons, England, 1994.
12. Rose, H. and R. Cambridge King, Technology Management & Development Planning, Kanishka Publications, New Delhi, 1996.
13. Noori, H. and Radford, Readings and Cases in Management of New Technology, Prentice Hall, New York, 1990.
14. Whitekar, D. H., Managing Innovations, Cambridge University Press, Cambridge , 1990.

# 642 CROSS CULTURAL MANAGEMENT

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

## **Contents**

Global Business; Growth and Evolution; Environmental Variables in Global Business; Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organisations;

Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

Diversity at Work: Managing diversity - causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people.

## **Suggested Readings:**

1. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press, 1998.
2. Leaprott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press, 1996.
3. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA, 1994.
4. Adler, N J. *International Dimensions of Organisational Behaviour*. Boston, Kent, 1991.
5. Barlett, C and Ghoshal, S. *Transnational Management: Text, Cases and Read ings in Cross Border Management*. Chicago, Irwin, 1995.
6. Dowling, P J. etc. *International Dimensions of Human Resource Management*, 2<sup>nd</sup> ed. California, Wadsworth, 1994.
7. Hofstede, G. *Cultures Consequence: International Differences in Work Related Values*. Lond on, Sage, 1984.
8. Marcic, D and Puffer, S M. *Management International: Cases, Exercises and Readings*. St. Paul, West Publishing, 1994.
9. Mead, R. *International Management: Cross Cultural Dimensions*. Blackwell, Camb., Mass., 1994.
10. Mendenhall, M. etc. *Global Management*. Camb., Mass., Blackwell, 1995.
11. Ronen, S. *Comparative and Multinational Management*. New York, John Wiley, 1986.

# 643 STRATEGIC MANAGEMENT

Time: 3 hours

Max. Marks 100

## Objectives

The main objective of this course is to develop the perspective for the overall management of the enterprise from the point of view of top management, keeping in view the opportunities and threats posed by the environment.

## Contents

### Unit –I

**Introduction:** Business Policy as a field of study. Nature and scope of Strategic Management, Concept of Corporate Strategy and Tactics, Concept of Synergy and its relevance to strategy. Responsibilities of Top Management and the Chief Executive in formulating strategy; Overview of Decision Theories, Strategic Decision-making.

### Unit-II

**Formulation of Strategy:** Corporate Mission and Objectives, Social Responsibility of Business. Environmental Analysis: Corporate Appraisal; Basic Strategic alternatives: Stability; Retrenchment, Expansion, Diversification, Integration; Relating Economic Strategies to Personnel Values; Matching Opportunities and Competence. Making Choice of Strategy.

### Unit-III

**Mergers and Acquisitions as a Strategic Alternative:** Meaning, characteristics and causes of Mergers and Acquisitions (M&A). Rationale and Categories of M&A. Behavioural Aspects of M&A – Industrial Relations, Organisation Culture, Compensation Management, etc. Managing M&A as a successful strategic alternative.

### Unit-IV

**Implementation of Strategy:** Interdependence of Formulation and Implementation of Strategy; Strategy and Corporate Organisation Structure; Task, Responsibilities, Sub-division and co-ordination; Effective Design of Information System; Establishment of standards and Measurement of Performance. Motivation and Incentive System; An Overview of Functional Strategies; Human Resource Strategy; Strategic aspects of Recruitment, Training, et. al.

### Unit-V

**Strategic HRM and International Experiences:** Concept and Importance of Strategic HRM in the Modern Business World. Understanding the success and failure of strategies adopted by organisations in India and other countries through case analysis with particular reference to HRM.

## Suggested Readings:

1. Wheelen, Thomas L. and J. David Hunger, Strategic Management and Business Policy: Emerging 21<sup>st</sup> Century Global Society, 7<sup>th</sup> ed., Prentice Hall, New Jersey, 2000.
2. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York, 1999.
3. Hitt, Michael A., et. al., Strategic Management: Competitiveness and Globalisation, South Western College Publishing, Australia, 4<sup>th</sup> ed., 2001.
4. Ansoff, H. Igor: "Corporate Strategy", Penguin.
5. McCarthy, Minichiello & Curran: "Business Policy and Strategy: Concepts and Readings", Richard D. Irwin and AITBS, Delhi, 4<sup>th</sup> ed., 1996.
6. Pearce, John A. (II) and Richard B. Robinson (Jr.) , Strategic Management: Strategy Formulation and Implementation, AITBS, Delhi, 3<sup>rd</sup> ed., 1997.
7. Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.
8. Kenneth, A. "Andrews Concept of Corporate Strategy".
9. Bonge and Coleman: "Concepts of Corporate Strategy".
10. Newman and Logal Strategy: "Policies and Central Management", South Western
11. Jauch and Glueck: "Business Policy and Strategic Management", McGraw -Hill.
12. Ghosh, P. K., "Strategic Planning and Management", Su Itan Chand & Sons, New Delhi, 8<sup>th</sup> ed., 2000.
13. Kazmi, Azhar, "Business Policy", Tata McGraw -Hill, New Delhi, 2000.

14. Rao, P. Subba, “ Business Policy and Strategic Management”, Himalaya Publishing House, 1<sup>st</sup> ed., 1999.
15. Greer, C. R., Strategic Human Resource Management, Addison Wesley, 2001.

# 644 FINANCE FOR DECISION MAKING

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

The objective of this course is to develop a conceptual framework of finance function and to acquaint the participants with the tools, techniques and processes of financial management in the realm of financial decision-making.

## **Contents**

### **Unit I**

**Introduction: Nature and scope of Finance Function** - Traditional and Modern Approach. Objectives of Financial Management - profit maximisation vs. wealth maximisation. Concept of Risk and Return; Time Value of Money. Instruments of financing short, medium, and long term funds Institutional sources of financing - an overview of new issue market, stock market and financial institutions in India.

### **Unit II**

**Planning Funds Requirements:** Nature and significance of Financial Plan. Cost of Capital - cost of equity shares, preference shares, debt. Overall Cost of Capital - Historical and Market weights. Capital Structure Decisions - NI Approach, NOI Approach, MM Approach, and Traditional Approach. Operating and Financial Leverage.

### **Unit III**

**Investment Decisions - Capital Investment Decisions:** Nature of Investment Decision. Techniques of evaluation of Investment Projects - Accounting Rate of Return, Pay Back Method, Profitability Index Method, Net Terminal Value, Net Present Value (NPV), Internal Rate of Return (IRR).

### **Unit IV**

**Investment Decisions - Working Capital Management:** Working Capital - Concept and factors affecting requirements of working capital. Components of Working Capital Management - Cash Management, Inventory Management, Receivables Management.

### **Unit V**

**Management of Earnings and Emerging Areas of Finance:** Nature and Scope of Management of Earnings - Retention of Earnings Vs. Dividend Policy. Dividend Theories - MM Theory, Walter's Model, Gordon's Model. Leasing, Mergers and Acquisitions, New Capital Market Instruments, Venture Capital Financing, International Finance.

## **Suggested Readings:**

1. Vanhorne, James C., "Financial Management and Policy", Prentice Hall of India Private Limited, New Delhi.
2. Khan, M.Y. and P. K. Jain, "Financial Management : Text and Problems", Tata McGraw Hill Publishing Company Limited, New Delhi.
3. Pandey, I. M., "Financial Management", Vikas Publishing House Pvt. Ltd..
4. Chandra, Prasanna, "Financial Management :Theory and Practice", Tata McGraw -Hill Publishing Co. Ltd., New Delhi.
5. Gitman, Lawrence J., "Managerial Finance", Addison Wiley, New Delhi, 2000.
6. Damodaran, Awasthi, "Corporate Finance: Theory and Practice", John Wiley and Sons, New York, 2000.
7. Brigham, E. F. and Joel F. Houston, "Fundamentals of Financial Management, Harcourt Asia Pte Ltd., 2001.
8. Ross, S. A., et. al., "Essentials of Corporate Finance", McGraw -Hill, 1999.

# 645 MARKETING CONCEPTS AND PRINCIPLES

**Time: 3 hours**

**Max. Marks 100**

## **Objectives**

The basic objective of the course is to develop among the students the underlying concepts, strategies and issues involved in the marketing of products and services and to develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

## **Contents**

### **Unit I**

**Introductory:** Nature and Scope of Marketing. Importance of Marketing. The Traditional View of Marketing. The Modern Concept of Marketing. Selling vs. Marketing. Marketing Management. The Marketing Mix. Marketing Environment: Why study marketing environment? Demographic, Technological, politico-legal and Socio-cultural environment of marketing in India.

### **Unit II**

**Buyer Behaviour and Market Segmentation:** The need for studying Buyer Behaviour. Consumer vs. Business Buying Behaviour. Major factors affecting Consumer Behaviour (An Overview). Market Segmentation: Concept and Importance. Bases for Segmenting Consumer and Industrial Markets. Procedure for Segmentation. Product Differentiation and Market Segmentation. Alternative Segmentation Strategies. Factors affecting Segmentation Strategy.

### **Unit III**

**Product, Price and Distribution:** Concept of Product, Classification of Products, Product Line, Product Mix, Brand Name and Trademark. After Sale Service. Developing and Launching a New Product, Product Life Cycle. Price: Importance of Price in the Marketing Mix. Objectives of Pricing, Factors affecting the Price of a Product/Service. Methods of Pricing. Pricing Policies and Practices. Distribution: Channels of Distribution – Concept and Role, Types of Distribution Channels. Basic concept of 4 P's.

### **Unit IV**

**Services Marketing:** Service as a Marketing Concept. Classification schemes in goods & services. Nature & Classification of services. Characteristics of services & their marketing implications. Marketing Strategies for Service firms. Going beyond 4 P's. Service Sector in Indian Economy. Marketing of Professional Services & Others

### **Unit V**

**Customer Relationship Management:** Concept, Nature and Relevance of CRM and e-CRM in the globalised economy. Dimensions of CRM from the perspective of Internal and External Customers. Developing and Managing Relationship.

## **Suggested Readings:**

1. Kotler, Philip & Gary Armstrong: "Marketing: An Introduction", Addison Wesley, 2001.
2. Ramaswamy and Namakumari: "Marketing of Management", Text and Cases.
3. Stanton, William J., et.al.: "Fundamentals of Marketing", McGraw Hill International Students Edition.



4. E.Jerome McCarthy, et.al.: “Basic Marketing”, Richard D. Irwin.
5. Gandhi,J.C., “Marketing: A Managerial Approach”, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
6. Dholakia & Others: “Marketing Management, Cases & Concepts”, Mac Millan
7. Lovelock, Christopher H. Managing Services: Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
8. Lovelock, Christopher H. Services Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
9. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.
10. Newton M P Payne, A. The Essence of Services Marketing. New Delhi, Prentice Hall of India, 1996.
11. Verma, H V. Marketing of Services. New Delhi, Global Business Press, 1993.
12. Zeithaml, V A and Bitner, M J. Services Marketing. New York, McGraw Hill, 1996.
13. Woodruffe, Helen, Services Marketing, Macmillan India Ltd., 1997.
14. Czinkota, M.R. and M. Kotabe, Marketing Management, South Western, 2001.
15. Barnes, James G., Secrets of Customer Relationship Management, McGraw Hill, New York, 2001.
16. Greenberg, Paul, CRM at the Speed of Light, Tata McGraw Hill Company, New Delhi, 2001.
17. Seth, Jagdish N., Atul Parvativar and G. Shainesh, Customer Relationship Management: Emerging Concepts, Tools, and Applications, Tata Mc Graw Hill Publishing Company, New Delhi, 2001.

# 646 EMPOWERMENT AND PARTICIPATIVE MANAGEMENT

**Time: 3 hours**

**Max. Marks 100**

## Objectives

The Course attempts to acquaint students about empowerment and participation processes and practices for effective mobilisation of Human Resources towards attainment of organisational objectives.

## Contents

### Unit I

**Introduction:** Meaning, Objectives and Forms of Empowerment and Participation. Liberating the organisation through empowerment. Distinction between traditional bureaucracy and liberated organisation. External Commitment vs. Internal Commitment.

### Unit II

**Empowerment Processes:** Delegation and Decentralisation vs. Empowerment. Empowerment Processes.

Job Enrichment, Leadership Styles; Likert's Management Systems including Tannenbaum and Schmidt leadership continuum. Objective Setting and MBO.

Team Building; Task Forces, Committees Effectiveness; and Self Managing Groups. TQM and Employee Involvement, Quality Circles. Involvement of Managerial Personnel .

(With Case Studies Highlighting Empowerment Practices)

### Unit III

**Employee Participation:** Institutional Framework : Evolution and working of Participative Management Schemes in Industry in India. Suggestion Schemes in Organisations. Board Level Employee Participation in Banks. Workers Cooperatives.

### Unit IV

**Employee Stock Ownership Plan (ESOP):** Evolution in India, Scope and legal/institutional provisions including current developments and working of such schemes in diverse organisations.

### Unit V

**International Experiences:** Review of International experiences of cases of Empowerment and Worker Participation Schemes in selected countries using the case studies.

## Suggested Readings:

1. Vogt, Judith E., & Kenneth L. Murrell (1997) Empowerment in Organizations : How to Spark Exceptional Performance, S. Chand & Co. Ltd., New Delhi.
2. Brown, Rob and Margaret Brown (1994) Empowered! A Guide to Leadership in the Liberated Organisation, Research Press, New Delhi.

3. Ken B. Conrand, John P. Carlos and Alan Rendelph, *The 3 Key s to Empowerment*, Magna Publishing Company, Mumbai.
4. Conger J.A. & Kumango R.N. *The Empowerment Process; Integrating Theory and Practice* Academy of Management Review, 13 (3) pp. 471 -482, 1988.
5. Das, G.S. *Development of an Empowering Scale, Item Analysis and Factor Structure*, ASCI, Journal of Management, Vol. 22, No. 2-3, September-December, 1992.
6. Rappaport, J. Swift C., and Hers R.; *Studies in Empowerment: Steps towards understanding and Action*, Haworth, 1984, New York.
7. Armstrong, Michael, *Rewarding Teams*, In stitute of Personnel and Development, 2000, London.
8. Wheelan, Susan A, *Creating Effective Teams : A Guide for Members and Leaders*, Sage, London, 1999.
9. P. Blumberg, *Industrial Democracy: The Sociology of Participation*, Constable, London, 1968.
10. Peter Branen and others, *The Worker Directors: A Sociology of Participation*, Hutchinson, London, 1976.
11. J.R. Carley, Hall, *Worker's Participation in Europe*, Crom Helm, London, 1977.
12. J.S. Sabharwal, *Participative Management in Banks (Experience at Board and Branch Levels) , Kitab Mahal, New Delhi, 1991.*
13. Govt. of India, Ministry of Labour, *Report of the Committee on Workers Participation in Management and Equity*, New Delhi, 1979.
14. Govt. of India Ministry of Law, *The Report of the High Powered Expert Committee on Companies and MRTP Acts*, 1978, New Delhi.
15. Michael Poole, *Worker's Participation in Industry*, Routledge and Kegan Paul, London, 1978.
16. N.R. Sheth, *The Joint Management Council: Problems and Prospects*, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi , 1972.
17. G. Vardani, *Worker's Participation in Management: With Special References to India; Deep and Deep*, New Delhi, 1987.
18. M.A. Manan, *Worker's Participation in Management Decision -Making*, Daya Publishing, Delhi, 1987.
19. N.S. Bhisht, *Participative Management t in India*, Shri Publishing; Delhi 1986.
20. Gulsharan Varandani, *Workers Participation in Management*, Deep & Deep, New Delhi, 1987.
21. J.S. Sodhi, *In Search of Participation: A Study of Some Successful Companies*, Sri Ram Centre for Industrial Relations and Human Resources, New Delhi, 1995.
22. Paul Bate & Iain Mangham, *Exploring Participation*, John Viley & Sons, 1981.

## **647 PROJECT REPORT**

Final Semester Project Report will be prepared by the students and before submitting the report each student will make pre-submission presentation in the presence of faculty member(s) after which they will be allowed to submit three copies of the project report which will be evaluated by one external examiner out of 35 marks and one internal examiner out of 35 marks. There will a joint viva-voce examination cum presentation to be conducted by both the external and internal examiner out of 30 marks.

# MHROD INTERNATIONAL AND COMPARATIVE EMPLOYMENT RELATIONS

Time: 3 hours

Max. Marks 100

## Objectives

This course seeks to equip the participants with tools of comparative analysis of issues in employment relations institutions and practices. It underscores that in the age of globalization and consequent economic and political transformations, countries have a great deal to learn from each other than just self-introspection of institutions. These developments have increased the range of options from which line and human resource managers can choose in shaping their employment practices. While the course emphasises traditions and issues in comparative industrial relations and human resources in general, it specifically focuses on comparing the Indian institutions and practices in industrial relations and human resources with those in select countries in the advanced world as they have evolved in the context of economic policies, history, technology, laws, and culture.

## Contents

International labour organization (ILO): International Labour Standards and social clauses —Linking IR strategies and industrialization strategies of nations—International collectives: International employers' associations & trade unions —Social dialogue and international experience.

The concept, uses and importance of comparative employment relations (ER); Strategic issues in comparative ER—Industrial relations systems: convergence or continuing diversity.

Employment institutions and practices in UK, USA, Japan, Korea and India with specific reference to the role of state and other actors in employment relations; handling of collective and individual labour disputes; collective bargaining practices; human resource management strategies including employee involvement initiatives; negotiating change (flexibility); and current and future issues.

## Suggested Readings:

1. Greg J. Bamber & Russell D. Lansbury (eds.) (1998), *International and Comparative Employment Relations* (3<sup>rd</sup> Ed.), Sage, London.
2. Jack Eaton (2000), *Comparative Employment Relations—An Introduction*, Polity Press, Cambridge (UK).
3. Joris V. Ruysseveldt, Rein Huiskamp and Jacques Van Hoof (eds.) (1995). *Comparative Industrial and Employment Relations*, Sage, London.
4. John Niland, Russell D. Lansbury and Chrissie Verevis (eds.)(1994.), *The Future of Industrial Relations*, Sage, London.
5. Ron Bean (1994), *Comparative Industrial Relations: An Introduction to Cross-National Perspectives*, 2<sup>nd</sup> edn., Routledge, London.
6. Stephen Deery and Richard Mitchell (1999) *Employment Relations: An International Study*, Sydney: Federation Press
7. Brian Towers (1997), *The Representation Gap: Change and Reform in the British and American Workplace*, Oxford University Press, London.
8. Neil Millward et al (2000) *All Change at Work: British Employment Relations, 1980-1998*, London: Routledge
9. Richard Locke, T. Kochan, & Michael Poole (Eds.), *Employment Relations in changing World Economy*, MIT Press, Cambridge.
10. Graham Hollinshead, Peter Nicholls, Stephanie Tailby (1999), *Employee Relations*, Financial Times and Prentice Hall, Essex (UK).
11. E.A. Ramaswamy (2000) *Managing Human Resources*, Oxford University Press, Delhi.
12. Johri, C.K. (1998), India. "Labour Law and Industrial Relations," *International Encyclopaedia of Laws*, Kluwer Law International, Deventer (The Netherlands) (Pages 1–306).
13. Debi S. Saini (2001), India "Social Security Law," *International Encyclopaedia of Laws*, Kluwer Law International, Deventer (The Netherlands) ( Pages 1–270).
14. Debi S. Saini (ed.) (1995), *Labour Law, Work, and Development*, Westvill, New Delhi.



### **Unit III**

**Employee Welfare and Social Security:** Social Security-Social insurance and social assistance. Objectives structure, provisions and working of principal social security laws of India i.e. the workmen's Compensation Act 1923; The Employee state Insurance Act, 1948; The Employees' Provident Fund and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972; The maternity Benefits Act, 1961; and the Public Liability Insurance Act, 1991.