

**MASTER DEGREE COURSE
MASTER OF BUSINESS ADMINISTRATION (MBA)**

The University plans to build appropriate human resource by providing management education so that our students can be adequately equipped for facing challenges in the employment market at the national and international level.

Eligibility :

Any Bachelor's Degree or with 3 years supervisory/ managerial/ professional experience. **OR** Professional Degree in Engineering/ Technology/ Medicine/ Architecture/Law/Pharmacy **OR** Accountancy/ Cost and Works Accountancy/ Company Secretariship etc. **OR** Masters Degree in any subject. Along with the above eligibility criteria, the student has to qualify the eligibility test.

Medium of Instruction : The programme is offered in English only.

Duration of the Course :

Minimum : Two years and six months.

Maximum: Four Years from the date of Registration.

Credit Points :

MBA programme involves 126 credits points from 21 courses.

PROGRAMME STRUCTURE AND MARK DISTRIBUTION :

Paper Code	Paper	Credit Point	MARK DISTRIBUTION		
			Mid. Sem	Final	Total
Semester-I		Credit Point			
<u>MS-01</u>	Management Functions & Behaviour	6	20	80	100
<u>MS-02</u>	Managing Men	6	20	80	100
<u>MS-03</u>	Economic & Social Environment	6	20	80	100
<u>MS-04</u>	Accounting & Finance for Managers	6	20	80	100
<u>MS-05</u>	Management of Machines & Materials	6	20	80	100
TOTAL:-500					
Semester-II		Credit Point			
<u>MS-06</u>	Marketing for Managers	6	20	80	100

<u>MS-07</u>	Information System for Managers	6	20	80	100
<u>MS-08</u>	Quantitative Analysis for Managerial Applications	6	20	80	100
<u>MS-09</u>	Managerial Economics	6	20	80	100
<u>MS-10</u>	Organisational Design, Development & Change	6	20	80	100
<u>MS-11</u>	Strategic Management	6	20	80	100

TOTAL:-600

Semester-III

Any one area of specialisation involving any five courses

HUMAN RESOURCE MANAGEMENT (Specialization)

		Credit Point			
<u>MS-21</u>	Social Processes & Behavioural Issues	6	20	80	100
<u>MS-22</u>	Human Resource Development	6	20	80	100
<u>MS-23</u>	Human Resource Planning	6	20	80	100
<u>MS-24</u>	Union Management Relations	6	20	80	100
<u>MS-25</u>	Managing Change in Organisations	6	20	80	100
<u>MS-26</u>	Organisational Dynamics	6	20	80	100
<u>MS-27</u>	Wage & Salary Administration	6	20	80	100
<u>MS-28</u>	Labour Laws	6	20	80	100

TOTAL:-500

OR

FINANCIAL MANAGEMENT (Specialization)

		Credit Point			
<u>MS-41</u>	Working Capital Management	6	20	80	100
<u>MS-42</u>	Capital Investments and Financial Decisions	6	20	80	100
<u>MS-43</u>	Management Control Systems	6	20	80	100
<u>MS-44</u>	Security Analysis & Portfolio	6	20	80	100

	management				
MS-45	International Financial Management	6	20	80	100
MS-46	Management of Financial Services	6	20	80	100
TOTAL:-500					
OR					
MARKETING MANAGEMENT (Specialization)					
		Credit Point			
MS-61	Consumer Behaviour	6	20	80	100
MS-62	Sales Management	6	20	80	100
MS-63	Product Management	6	20	80	100
MS-64	International Marketing	6	20	80	100
MS-65	Marketing of Services	6	20	80	100
MS-66	Marketing Research	6	20	80	100
MS-68	Management of Marketing Communication	6	20	80	100
MS-611	Rural Marketing	6	20	80	100
TOTAL:-500					
MS91, MS-95 & any one course from MS-92, MS-93,MS-94, MS-96 & MS-97					
Semester-IV		Credit Point			
MS-91	Strategic Management	6	20	80	100
MS-95	Research Methodology for Management Decisions	6	20	80	100
MS-92	Management of Public Enterprise	6	20	80	100
MS-93	Management of New & Small Enterprise	6	20	80	100
MS-94	Technology Management	6	20	80	100
MS-96	Total Quality Management	6	20	80	100
MS-97	International Business	6	20	80	100

MS-100	Project Work (two Courses)	12			200
					TOTAL:-500

Grand Total=2100

GUIDELINES FOR PROJECT WORK (MS-100)

The objective of the project is to help the student develop ability to apply multi disciplinary concepts, tools and techniques to solve organizational problems. The project may be from any one of the following types and preferably from the area of specialization.

- (i) Comprehensive case study (covering single organization/ multifunctional area problem, formulation, analysis and recommendations)
- (ii) Inter organizational study aimed at inter organizational comparison/ validation of theory/ survey of management practices.
- (iii) Field Study (empirical study)

The synopsis of the project proposal should be prepared in consultation with the supervisors and submitted in advance to the Course Director for approval. In case the proposed project proposal is not acceptable, the student will be advised so and in such a case, the student has to re submit the proposal. MBA faculty at the University, Academic Counsellors at the Study Centres are eligible to become supervisors. The project report should be about 50 to 60 double spaced typed pages in A4 size paper not exceeding approximately 18,000 words. The project report should contain copy of the project proposal, synopsis and certificate of originality signed by the student and the supervisor. The student may be asked to appear before a Viva-Voce, if the evaluator so recommends.

Course Fee : The Course Fee for MBA is Rs 40,000 (Rs. 20,000 per year)

Project Fee : Rs. 300 (To be collected along with fourth semester Examination Fees).

DISTANCE MODE REGULATIONS FOR MBA

COURSE TITLE :

After successful completion of the course the student will be awarded with the ‘ **Master in Business Administration (MBA)** ’ from Fakir Mohan University, Balasore.

COURSE VENUE :

The DISTANCE EDUCATION STUDY CENTRES of the University designated by the Syndicate can only offer this course

EVALUATION SYSTEM :

Each semester examination shall consist of two parts: mid-semester test (Assignment) and end-semester examination having the weightage of 20% and 80% respectively for theory papers. The course will consist of 2100 marks including 19 theory papers of 100 marks each and one project work consisting of 200 marks. Ordinarily the first, third and the fifth semester examinations shall be held in December and the second, fourth and the sixth semester examination will be held in the month of June.

ATTENDANCE :

A student has to attend a minimum of 75% of classes both in theory and practical separately to be permitted to sit for the end-semester examination. In case of medical ground, if certified by a Medical Officer not below M.B.B.S. doctor his/ her case may be considered with a minimum attendance of 60% and in no case below this. In case a candidate is unable to acquire the stipulated attendance at the end of any semester, he/ she will not be allowed to take the end-semester examination. The candidate shall have to take re-admission in the concerned semester and acquire minimum stipulated attendance to be eligible for taking the examination.

MID SEMESTER EXAMINATION :

The mid semester test with a weightage of 20% will be conducted by the teacher teaching the paper who will also evaluate the scripts and show it to the students.

EVALUATION OF ANSWER SCRIPTS :

Answer scripts of the end term examination will be valued by the examiners appointed by this university. For the End semester examination of theory papers, the questions in each paper shall be set in such a way that a student has to answer one question from each unit of the syllabus of the paper.

QUALIFYING LEVEL :

In order to pass a theory paper a candidate has to secure at least 40% of the marks at the end semester examination and 40% in aggregate of both end semester and mid semester examination of that paper. For passing a practical paper/project a candidate has to secure at least 50% of the marks in that paper.

CREDIT SYSTEM : If a candidate passes all the six semester examinations, he/she will be declared to have passed the Master of Business Administration (MBA) examination in:

- (i) First class if he/she secures 60% or more in aggregate of all semester examinations taken together.
- (ii) Second class if he/she secures 50% or more but less than 60% marks in aggregate of all semester examinations taken together.
- (iii) General class if he or she secures 40% or more but less than 50% marks in aggregate of all semester examinations taken together.

BACK EXAMINATION : If a candidate fails in any one paper (or papers) in any semester examination he/she has to appear the end semester examination for that paper (papers) only whenever the said semester examination is held. If a candidate passes in all the papers of a semester examination but fails in the aggregate then he may appear in one more of the papers of that semester examination in order to make up the aggregate whenever such examination is held.

MBA-SEMESTER-I

MS-1

MANAGEMENT FUNCTIONS AND BEHAVIOUR

I.Role of a Manager

UNIT-1:Tasks of a Professional Manager

Providing Purposeful Direction to the Firm, Managing Survival and Growth, Maintaining Firm's Efficiency in Terms of Profit Generation, Meeting the Challenge of Increasing Competition, Managing for Innovation, Building Human Organisation, Retaining Talent and Inculcating Sense of Loyalty, Sustaining Leadership Effectiveness, Maintaining Balance Between Creativity and Conformity, Postponing Managerial Obsolescence, Meeting the Challenge of Change Coping with Growing Technological Sophistication, Coping with Growing Public Criticism And Political Opposition, Coping with Increasing Levels of Aspiration, Maintaining Relations with Various Society Segments.

UNIT-2: Responsibilities of a Professional Manager

Responsibility Towards customers, Responsibility Towards Shareholders, Responsibility Towards Employees, Responsibility Towards Suppliers, Responsibility Towards Distributors and Retailers, Responsibility Towards Industry and Competitions, Responsibility Towards Union, Responsibility Towards Government, Responsibility Towards Society.

UNIT-3: Management System and Process

The System Concept, Management Information System, Planning, Controlling, Organising, Motivating and Leading, Decision-making.

UNIT-4: Managerial Skills

Planning Skills, Leading Skills, Controlling Skills, Decision-making skill, Levels of Managers, the Managerial Skills at Various Levels, Institution building.

II. Decision Making

UNIT-5: Organisational Context of Decisions

Mission, Objectives, Goals, Strategy, Process of Strategy Formulation, policies, Framing policies, Importance of Policies, Types of Policies, Programmes, Procedures.

UNIT-6: Decision Making Models

Introduction, Three Phases in Decision Making Process, Types of Managerial Decisions, Decision Making under Different States of Nature, Models of Decision Making Process.

UNIT-7: Decision Making Techniques and Process

Introduction, Techniques Used in Different Steps of Decision Making, Individual versus Group Decision Making, Overcoming Barriers to Effective Decision Making.

UNIT-8: Management by Objectives (MBO)

Focus of Decision Making, Evolution of MBO, The need for MBO, Definitions and Concepts, The MBO Process, Ensuring Successful Implementation of MBO, Benefits of MBO, MBO in India.

III. Organisational Climate And Change

UNIT-9: Organisational Culture and Managerial Ethos

Culture of Climate, Perceived Characteristics of Culture and Climate, The Dimensions of OC, Determinants of OC, Managerial Values and Managerial Ethos, how Culture and Ethos are maintained.

UNIT-10: Management of Organisational Conflicts

Introduction, Types of Conflicts, The Process of Conflicts, Different Views About Conflicts, The Impact of Conflict, Sources Of Conflict, Modes of Conflict Management.

UNIT-11: Managing Change

Introduction, Nature of Change, Antecedents of Organisational Change, The Process of Organisational Change, Coping Strategies for Change, Resistance to Change, Strategies of Implementing Change.

UNIT-12: Organisational Structure and Design

Introduction, Organisation Structure and Chart, Formal and Informal Organisations, Factors Influencing the Choice of Structure, Degree of Decentralisation, Line and Staff Relationships, Specialisation of Work, Span of Control and Levels of Management, Differentiation of Tasks and Activities within an Organisation, Matrix Structure, Network Structure, Integration of Organisational Tasks and Activities, Designing Structure for a Service Organisation.

UNIT-13: Managerial Communication

Communication, Importance of Communication, Communication Process, Verbal and Non-verbal Communication, Channels of Communication, Barriers to Communication, Making Communication Effective.

UNIT-14: Planning Process

Planning as an Activity, Strategic and Operational Planning, Formulating a Plan, Planning Framework, Planning Practices in India Organisations.

UNIT-15: Controlling

What is Control?, The Prerequisites and Characteristics of Effective Control Systems, The Control Process, Control as a Feedback System, Methods of Controls, Policies and Design Choices in Control, Strategies of Control.

UNIT-16: Delegation and Interdepartmental Coordination

Delegation of Authority, Elements of Delegation, The Problems in Delegation, Prerequisites of Effective Delegation, Centralisation and Decentralisation, Coordination, Warnings on Interdepartmental Conflict, Approaches to Coordination.

IV. Behavioural Dynamics

UNIT-17: Analysing Interpersonal relations

Introduction, Understanding Determinants of Interpersonal Behavior, Developing Interpersonal Relationship, Developing Interpersonal Skills.

UNIT-18: Leadership Styles and Influence Process

Introduction, Leadership Styles, leadership Styles and leadership Theories, Leadership and Influence Process, Types of Power, Types of Leader and Power Concept, Successful Vs. Effective Leader.

UNIT-19: Group Dynamics

Introduction, Group Dynamics, what is a Group?, The Dynamics of Group Formation, Group

Roles, Implications of Formal and Informal Groups for Management.

MS-2

Management of Human Resources

I.Human Resource Management

Unit-1: The Changing Social Context and Emerging Issues

Introduction, Meaning of Human Resource Management, A New Mandate for Human Resources, Why HRM Matters Now More than Ever, The Changing Role of HRM, Managing Human Resources in the Emerging Scenario, Managing Talent, HRM in India, Faddism in Western Management and its Implications for India Managers, Guidelines for Better HRM.

Unit-2: The Concept and Functions of Human Resource Management

Introduction, Concept of HRM, Human Resource Functions.

Unit-3: Structuring Human Resource Management

Introduction, Evolution of HRM, Importance of HRM, Perspectives on HRM, Components of HRM.

II. Getting Human Resources

Unit-4: Job Analysis and Job Design

Introduction, Purpose and Definition of Job Analysis, The Focus of Job Analysis, The Importance of Job Analysis, Methods of Job Analysis, Job Description and Job Specification, Techniques of Collecting Information for Job Analysis, Techniques of Writing Job Description, Job Design, Effects of Work Flow on People, Different Work Systems, The Current Picture.

Unit-5: Human Resource Planning

What is Human Resource Planning?, Objectives of HRP, Process of HRP, Techniques of HR Demand Forecast, Factors Affecting HR Demand Forecasting, Problems in HRP Process, Guidelines for Making HRP Effective.

Unit-6: Attracting the Talent

Introduction, Some Definitions, The Process of Recruitment, Methods of Recruitment, Selection, Selection Tests, Interview, Physical Examination, Reference Checks, Final Decision, Placement, Induction, Outsourcing, Road Map for Successful Outsourcing.

Unit-7: Socialisation, Mobility and Separation

Concept of Organizational Socialisation, Individual and Organization, Self-concept and Organizational Socialisation, Concept of Role and Organizational Socialisation, Status and Socialisation, Socialisation Factors in Organizational Socialisation, Importance of Initial Job Socialisation, Improving the Socialization Process, Concept of Mobility, Separation.

III. Performance Management And Potential Assessment

Unit-8: Competency Mapping

Introduction, Competency Approach to Job Analysis, Use of Competency Approach in an Organisation, Benefits of the Competency Approach, Competency Mapping, Methods of Competency Mapping.

Unit-9: Performance Planning and Review

Introduction, Concept of Performance Appraisal, Objective of Performance Appraisal, The of Performance Appraisal Process, benefits of Performance Appraisal, Performance Appraisal Methods, of Performance Counselling, Problems in of Performance Appraisal, Effective of Performance Appraisal.

Unit-10: Potencial Appraisal, Assessment Center and Career

Introduction, Potential Appraisal, Assessment Centers, Career Planning, Succession Planning.

Unit-11: HR Measurement and Audit

Introduction, Human Resource (HR) Audit, Benchmarking, Human Resource (HR) Accounting, Human Resource Information System (HRIS), Human Resource (HR) Research.

IV. Human Resource Development

Unit-12: Human Resource Development System

Introduction, The Concept of Human Resource Development, The Need for HRD, HRD Functions, Human Resource Development System, Principles in Designing HRD Systems, Changing Boundaries of HRD.

Unit-13: Training

Introduction, Defining Training, Needs and Benefits of Training, Organising Training Programmes, A Suggested Training System, Evaluation of Training, Retraining, Some Issues in Training, The Present Status of Training, Making Training a Strategic Function, Towards Learning Organisation.

Unit-14: Mentoring and Performance Coaching

Condition for Employee Development, The Objectives of Performance Coaching, Conditions for Effective Coaching, The Process for Coaching, Phases of Performance Coaching, Making Coaching Effective, The Process of Mentoring.

Unit-15: Building Roles and Teams

The Concept of Role, Role Systems, Developing Roles, The Concept of Team, Team Development, Making Teams Effective.

V. Compensation And Reward Management

Unit-16: Laws converting Wages, Welfare and benefits

Introduction, The Payment of Wages Act, 1936, The Minimum wages Act, 1948, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976, Statutory Social Security Benefits.

Unit-17: Compensation Strategy, Structure, Composition

Introduction, Compensation Issues, Compensation Function, Compensation policies and Objectives, Compensation Administration, Compensation Determinants, Compensation Survey, Compensation Structure, Job Evaluation System, Pay Equity, Executive Compensation, Compensation Trends, Wage Structure in India, Case Study.

Unit-18: Reward Management

Introduction, Motivational Aspects, Reward systems, Incentives and rewards, Competence-Related Pay, Skill-Based Pay, Team-Based Rewards, Profit Sharing, Gain Sharing, stock Options, merit Pay, Employee Ownership, Employee Benefits, Case study.

VI. Employer-Employee Relations

Unit-19: Regulatory Mechanisms in Industrial Relations

Introduction, Statutory Machinery, Voluntary Machinery, Mediation and Litigation, Lok Adalats.

Unit-20: Dealing with Unions and Associations

Introduction, Formative Stages of Trade Unions, Definition of Trade Unions, Forms of Trade Unions, Functions of Trade Unions, Objective of Trade Unions, Roles of Trade Unions, Classification of Trade Unions, Theories of Trade Unions, Growth of Trade Union Movement and Membership in India, Trade Union Act, 1926, Recognition of Trade Union, Rights of Recognized Unions, Problems Confronting Unions and Measures to Strengthen Trade Union Movement in India, White-Collar and Managerial Trade Unions, Why White-Collar Workers' Unions, Why White-Collar Workers' Unions?, Employers' Association.

Unit-21: Industrial Democracy

Introduction, Empowerment, Quality Circle, Workers' Participation in management, Workers' Participation in Management in India, Forms of Workers' Participation in Management, Measures for Effective Workers' Participation in Management, Case Study.

Unit-22: Grievance handling and Discipline

Introduction, Dissatisfaction, Complaint and Grievance, Forms of Grievance, Causes of Grievance, Effects of

MS-3
Economics And Social Environment

Grievance, The Discovery of Grievance, Grievance Handling Procedure, Grievance Management in India History, Concept and Meaning of Discipline, Indiscipline, Purpose and Objectives of Disciplinary Action, Disciplinary Action Procedure, Legal Provisions Relating to Discharge of Dismissal (Under Industrial Dispute Act, 1947).

I. Economics And Social Environment

Unit-1: Economic Environment of Business

Introduction, Environment of Business, Some Basic Proposition, Economic Environment, Critical Elements, Indian Economic Environment, Economic Environment and Business Management, Economic and Non-economic Environment.

Unit-2: Socio-culture and Politico-legal Environment

Part-I Socio-cultural Environment

Introduction, Social Environment, Critical Elements, Understanding the Social Environment of Business, Social Responsibilities of Business.

Part-II Politico-legal Environment

Introduction, Some Critical Elements, Government Machinery for India Industrial Economy, Understanding the Legal Environment of Business.

Unit-3: Changing Role of Government

Introduction, Role of Government in Capitalist Economies, Pitfalls of Communism, Indian Experience, Emerging Consensus on the Changed Role of Government.

II. Structure of Indian Economy

Unit-4: Structural Dimensions of India Economy

Introduction, Economic Growth and Development, Indian Economic Growth Experience, Basic Structural Changes in the Economy, India's Saving and Investment, India's Monetary and Price Trends, Other Structural Dimensions, Demographic Trends and Structure.

Unit-5: Structure of Indian Industry

Introduction, Industrial Growth Experience, Structural Changes in the Indian Industry, Ownership Pattern of the Industrial Sector.

Unit-6: Public Sector in India

Introduction, Objectives and Scope of Public Sector, Structure and Public Sector, Working of Public Sector, Performance of Public Sector.

Unit-7: Private Sector in India

Introduction, Nature and Private Sector in India, Growth and Structure of the Private Sector in India, Problems and Prospects of the Private Sector in India.

Unit-8: Small Scale Industry in India

Introduction, Definition of Substructure and Data Sources, Industrial Policy for Small Scale Industry, Institutional Infrastructure for SSI, Policies and Programmes for SSI, Growth of Small Scale Industry in India, Small Scale Industry.

Unit-9: Sickness in India Industry

Introduction, Meaning of Industrial Sickness, Overview of Industrial Sickness in India, Factors Responsible for Industrial Sickness, Measures to Tackle industrial Sickness.

III. Planning and Policies

UNIT-10: Planning Goals and Strategies

Introduction, Long-term Goals of Planning, Planning Strategies Adopted in Various Plans, Three Major Strategies Adopted since 1956.

UNIT-11: Evolution of Industrial Policy

Introduction, Industrial Policy of 1948, Industrial Policy of 1956, Industrial Policy Statement, 1997, Industrial Policy of 1980.

UNIT-12: Regulatory and Promotional Policy Framework

Introduction, Industrial Licensing, Control of Large or Dominant Firms, Foreign Investment Control, Public Sector Enterprise Preferences, Small Scale Industry, Industrial Location, Administered Prices, Taxation, Impact of Regulatory Framework on Industrial Structure and Performance.

IV. External Sector

UNIT-13: India's Foreign Trade

Introduction, India's Foreign Trade: Trends, India's Foreign Trade: Composition, India's Foreign Trade : Direction.

UNIT-14: India's Balance of Payments

Introduction, Financing Payments Deficits, Importance of Balance of Payments, India's Balance of Payments, Exchange Rate and Balance of Payments, India's Balance of Payments.

UNIT-15: India's Export-Import Policy

Introduction, India's Exim Policy, The Foreign Trade Region, India's Exim Policy, India's Import regime(1950-89),Export Policies and Incentives(1950-89),Export Policies and Incentives(1950-89),Export Policies and Incentives(1950-89),EXIM Policies in The 90s,Export-Import Policy(2002-2007),Trade Policy Reforms.

UNIT-16: Foreign Capital and Collaborations

Introduction, Merits of Foreign Capital, Foreign Investment Policy in India, Foreign Investment Policy(1948-1990),Trends in Foreign Investment and Collaborations, Foreign Investment Policy-1991 Onwards, Foreign Investment & Collaboration in the Post-reform Period.

UNIT-17: India's External Debt

Introduction, External Debt, External Assistance to India, Sources of External Assistance, External Debt in the Post-Reform Period, Debt Service Payments, External Debt-International Comparisons, External Debt and Debt Servicing Burden.

V.Economic Reforms Since 1991

UNIT-18: Industrial Policy of 1991

Introduction, Backdrop, Industrial Licensing, Foreign Investment, Public Sector Policy, MRTP Act, Impact of Industrial Policy 1991.

UNIT-19: Economic Reforms-Liberalisation, Globalisation and Privatisation

Introduction,Liberalisation,Globalisation,Privatisation,Liberalisation, Globalisation and Pravatiation- To work for a Common Goal, Review of Economic Reforms related to,Liberalisation,Globalisation,and Privatisation.

UNIT-20: Financial Sector Reforms

Introduction, Basic Functions of Money, Indian Financial System, And Financial Sector Reforms.

UNIT-21: Fiscal Sector Reforms

Introduction, Domain of Public Finance, Public Finance Theory, India's Fiscal Policy, Tax Reforms.

UNIT-22: Economic Reforms and Social Justice

Introduction, Economic Reforms and Growth Rate of GDP,Economic Reforms and Control of Inflation, Economic Reforms and their Impact on Poverty, Economic Reforms and Foreign Investment, Economic Reforms and India's External Debt, Economic Reforms and India's Foreign Trade, Neglect of Agriculture.

MS-4

Accounting And Finance For Managers

I. Accounting Framework

UNIT-1: Accounting and its Functions

Introduction, Scope of Accounting, Emerging Role of Accounting, Accounting as an Information System, Role and Activities of an Accountant, Accounting Personnel, Nature of Accounting Function, Organisation for Accounting and Finance.

UNIT-2: Accounting Concepts and Standards

Introduction, Accounting Framework, Accounting Concepts, Accounting Standards, Changing Nature of Generally Accepted Accounting principles(GAAP), Attempts towards Standardisation, Accounting Standards in India.

UNIT-3: Accounting Information and its Applications

Introduction, Purpose of Accounting information, Accounting and Control in Organisational, Profit and Cash balance Distinguished, Uses of Earning Information, and Uses of Balance Sheet.

II. Understanding Financial Statements

UNIT-4: Construction and Analysis of Sheet

Introduction, Conceptual Basis of a balance Sheet, Constructing a balance Sheet, Balance Sheet Concepts Form and Classification of Items.

UNIT-5: Construction and Analysis of Profit and Loss Account

Introduction, Profit and Loss Account and Balance Sheet, Measurement of Income, Preparation of Profit and Loss Account, Some Indirect Expenses, Methods of Depreciation, Form of Profit and Loss Account, and Cost of Goods Sold, Methods of Inventory Valuation, Gross Profit, Operating Profit, And Net Profit.

UNIT-6: Construction and Analysis of Fund Flow and Cash Flow Statements

Introduction, Working Capital and its Need, Determining Working Capital Requirements, Sources of Funds, Uses(Applications) of Funds, Factors Affecting Fund Requirements, Analysing Changes in Working Capital, Fund Flow Statement, Importance of Cash and Cash Flow Statement, Sources and Uses of Cash, Preparation of Cash Flow Statement.

III. Cost Management

UNIT-7: Understanding and Classifying Costs

Introduction, Cost Accounting, Costs, Elements of Cost, Components of Total Cost, Cost Sheet, Classification of Costs, Some other Concepts of Costs.

UNIT-8: Absorption and Marginal Costing

Introduction, Absorption Costing, Marginal Costing, Absorption Costing and Marginal Costing, Marginal Cost, Segregation of Semi-variable Costs, Contribution, Break-even Analysis, Utility of Marginal Costing, Limitations of Marginal Costing.

UNIT-9: Cost-Volume-Profit Analysis

Introduction, What is Cost-Volume-Profit Analysis?, Interplay and Impact of Factors on Profit, Profit Graph, Cost Segregation, Marginal Cost and Contribution.

UNIT-10: Variance Analysis

Introduction, Meaning of Variance, Cost Variances, Direct Material Variances, Direct Labour Variances, Overhead Variances, Sales Variances, Sales Variances, Control of Variances, Variance Reporting.

IV. Financial And Investment Analysis

UNIT-11: financial Management : An Introduction

Introduction, Scope of Financial Management, Finance Functions, Objectives of the Firm, Risk-Return Trade-off, Conflict of Goals, Financial Goals and Firm's Objectives, Organisation of Finance Function, Finance and Related Disciplines.

UNIT-12: Ratio Analysis

Introduction, Classification, The Norms for Evaluation, Computation and Purpose, Managerial Uses of the Primary Ratio.

Unit-13: Leverage Analysis

Introduction, Concept of Financial Leverage, Measures of Financial Leverage, Effects of Financial Leverage, Operating Leverage, Combined Leverage, Financial Leverage and Risk.

UNIT-14: Budgeting and Budgetary Control

Introduction, Financial Planning, What is a Budget?, Budgetary Control, Classification of Budgets, Control Ratios, Performance Budgeting, Zero Base budgeting.

UNIT-15: Investment Appraisal Methods

Introduction, Types of Investment Proposals, Need for Appraisal, Project Report, Methods of Appraisal, Project Report, Methods of Appraisal, Depreciation, Tax and Inflows, Cost of Capital, Limitations of Investment Appraisal Techniques.

V. Financial Decisions

UNIT-16: Management of Working Capital

Introduction, Significance of Working Capital, Operating Cycle, Concepts of Working Capital, Kinds of Working Capital, Components of Working Capital, Importance of Working Capital, Kinds of Working Capital, Components of Working Capital, Importance of Working Capital Management, Determinants of Working Capital Needs, Approaches to Managing Working Capital, Measuring Working Capital, Working Capital Management under Inflation, Efficiency Criteria, Determining Optimal Cash Balance, Management of Cash Flows.

UNIT-17: Capital Structure

Introduction, What is Capital Structure?, Feature of an Capital Structure, Determinants of Capital Structure.

UNIT-18: Dividend Decision

Introduction, Forms of Dividend, Dividend Policy, Role of Financial Manager, Role of Board of Directors, Factors Affecting Dividend Decision.

Management of Machines And Materials

I. Operations Management-An Overview

UNIT-1: Operations Management-An Overview

Introduction, Systems Concepts in Operations Management, Objectives in Operation;Management,Operations Management Decisions, Types of Production Systems, Management of Materials in Production Systems, Concepts in Systems Life-Cycle, Role of Scientific Method in Operation Management, Brief History of Operations Management.

II. Facilities Planning

UNIT-2: Product Selection

Introduction, The Product Selection Process, Selection of the Products, Product Development, Product Design.

UNIT-3: Process Selection

Introduction, Forms of Transformation Processes, The Project Form, Intermittent Flow Processes, Continuous Flow Processes, Processing Industries, Selection of the Process.

UNIT-4: Facilities Location

Introduction, When does a Location Decision Arise?, Steps in the Facility Location Study,Subjective,Qualitative and Semi-Quantitative Techniques,Locational Break-Even Analysis, Some Quantitative Models for Facility Location, Some Case Examples.

UNIT-5: Facilities Layout and Materials Handling

Introduction, Basic Type of Plant Layouts, Plant Layout Factors, Layout Design Procedure, Flow and Activity Analysis, Space Determination and Area Allocation,Computerised Layout Planning,Evaluation,Specification,Presentation and Implementation, Materials Handling Systems, Materials handling Equipment.

UNIT-6: Capacity Planning

Introduction, What is Capacity?, Process for Capacity Planning, Predicting Future Capacity Requirements, Generation of Capacity Plans, Evaluation of Alternate Capacity Plans.

Work & Job Design

UNIT-7: Work Design

Introduction to Work Design, The Work Study Approach, Method Study, Work Measurement, Work Study Application.

UNIT-8: Job Design

Introduction to Job Design, Design Factors, Environmental Factors, Organisational Factors, Behaviour Dimensions of Job Design, Socio-Technical Approach to Job Design.

III. Operation Planning and Control

UNIT-9: Planning and Control for Mass Production

Introduction, When to Go For Mass Production, Features of a Mass Production System, Notion of Assembly Lines and Fabrication Lines, Design of an Assembly Line, Line Balancing Methods, Problems and prospects of Mass Production, Modular Production, Modular Production and Group Technology, Automation and Robotics.

Unit-10: Planning and Control for Batch Production

Introduction, Features of Batch Production, How to Determine the Optimum Batch Size, Aggregate Production Planning, Material Requirements Planning, The line of Balance (LOB) for Production Control and Monitoring, Problems and Prospects of Batch Production.

UNIT-11: Planning and Control for Shop Production

Introduction, Variety of Problems in Job Production, n Jobs One Machine Case in Jobs Two Machine Case, Two jobs m Machine case, Scheduling Rules for job Shops, Problems and Prospects of Job Production.

UNIT-12: Planning and Control of Projects

Introduction, Projects, Network Representation of Projects, Time Management of the Project, Critical path

method (CPM), Programme Evaluation and Review Techniques (PERT), Time Cost Relationship and Project Crashing, Resource Allocation, Project Updating and Monitoring.

UNIT-13: Maintenance Management

Introduction to maintenance Management, Tero-technology, Objectives of Maintenance, Failure Analysis, Types of maintenance Systems, Maintenance Planning and Control: Preparation, Types of maintenance Systems, Maintenance Planning and Control: Operation, Types of Maintenance Systems, Maintenance Planning and Control: Progression, Maintenance Costing and Budgeting Maintenance Performance Indices.

IV. Value Engineering and Quality Assurance

UNIT-14: Value Engineering

Basic Concepts in Value Engineering, Historical Perspectives, Functions and Value, Value Engineering Job Plan, Fast Diagram as Value Engineering Tool, Some Case Studies in Value Engineering, Behavioral and Organisational aspects of Value Engineering, benefits of Value Engineering and concluding Remarks.

UNIT-15: Quality Assurance

Introduction, Concept of Quality, Cost of Quality, Quality Management, Quality Organisation, Acceptance Sampling, Process Control, Use of Computers in Quality Control.

V. Materials Management

UNIT-16: Purchase System and Procedure

Introduction, Inputs, Restraints and factors, Purchasing decisions, Purchasing Organisation, Procedures, Forms, Records and Reports, Evaluation of Departmental Procedures, Vendor Evaluation and Rating, Computerized Purchasing System, Purchasing in Government Organisations.

UNIT-17: Inventory Management

Introduction to Inventory Systems, Functions of Inventory, Classification of Inventory Systems, Selective Inventory Management, Exchange Curve and Aggregate Inventory Planning Deterministic Inventory Models, Probabilities Inventory Models, Inventory Control of Slow Moving Items, Recent Developments in Inventory Management, Concluding Remarks.

UNIT-18: Stores Management

Introduction, Stores Functions, Stores Organisation, Stores and Procedures, Stores Accounting and Verification Systems, Stores Address Systems, Stores Location and Layout, Store Equipment, Automated Storage/Retrieval, Concluding Remarks.

UNIT-19: Standardisation, Condition and Variety Reduction

Introduction, Classification of Materials, Codification, Standardisation and Variety Reduction.

UNIT-20: Waste Management

Introduction, Complementarity of Waste Management and Resource Management, Taxonomy of Waste, Definition of Wastivity, The Functional Classification of Waste Management, Outline of I-O-W(Input-Output-Waste) Model, Treatment of Wastage in Cost Accounts, Concluding Remarks.

MS-6

Marketing For Managers

I. Marketing and its Applications

UNIT-1: Introduction To Marketing

Introduction, The Meaning of Marketing, The Marketing Mix, The Marketing Strategy.

UNIT-2: Marketing in a Developing Economy

Introduction, Marketing at Different Levels of Economic Development, Relevance of Marketing in a Developing Economy, Areas of Relevance of Social Marketing, The Role of marketing in Relation to Some Selected Sectors.

UNIT-3: Marketing of Services

Introduction, The Concept of Service, Reasons for Growth of the Service Sector, Characteristics of Services,

Elements of Marketing Mix in Service Marketing, Product, Pricing, Promotion, Distribution, People, Physical Evidence, process.

II. Marketing Planning and Organisation

UNIT-4: Planning Marketing Mix

Introduction, The Elements of the marketing Mix, The Place of the Marketing Mix in Marketing Planning, The Relationship between Marketing Mix and Marketing Strategy, The Concept of Optimum Marketing Mix, Marketing Mix.

UNIT-5: Market Segmentation

Introduction, The Concept of a Market, The Concept of a Segment, Market Segmentation versus Product Differentiation, benefits and Doubts about Segmentation, What is Grouped in Forming Segments?, bases for Segmentation, how is the for Segmentation Selected, Selection of Segments.

UNIT-6: Marketing Organisation

Introduction, Principles of Designing an Organisation, What is a Marketing Organisation?, The Changing Role of Marketing Organisation, Considerations Involved in Designing the marketing Organisation, Methods of Designing the Marketing Organisation, Organisation of Corporate Marketing.

UNIT-7: Marketing Research and its Applications

Introduction, The Context of Marketing Decisions, Definition of Marketing Research, purpose of Marketing Research, Scope of Marketing Research, Marketing Research Procedure, Applications of marketing Research, Marketing Research in India, Problems of Conducting Marketing Research in India.

III. Understanding Consumers

UNIT-8: Determinants of Consumer behaviour

Introduction, Importance of Consumer Behaviour for Marketers, Types of Consumers, Buyer versus User, A model of Consumer Behaviour, Factors influencing Consumer Behaviour, Psychological Factors, Personal Factors, Social Factors, Cultural Factors.

UNIT-9: Models of Consumer Behaviour

Introduction, What Is a Decision?, Levels of Consumer Decisions, Process of Decision-Making, Types of Purchase Decision-Behaviour, Stages in the Buyer Decision Process, Models of Buyer Behaviour.

MS-7

INFORMATION SYSTEMS FOR MANAGERS

I. Information Technology for Managers

UNIT-1: Information Technology : An Overview

Introduction, objectives, Definitions of IT, Types of IT Systems, Business Perspective of IT, Internet and its Business Applications, Computer Aided Decision Making.

UNIT-2 : Computer Systems

Introduction, objectives, Components of a Computer, Central Processing Unit (CPU), Storage and Storage Devices, I/O Devices, Networking and Networking Devices, Plug and Play Devices, Communication Technology, Types of Computers.

UNIT-3 : Computer Software

Introduction, objectives, System Software, Application Software, open Source Software, Acquiring Application Software.

UNIT-4 : Network Technologies

Introduction, objectives, Components of Networks, Advantage of Using Internet and Intranet, The Layered Architectures and Communication Protocol, Client/Server Architecture.

II. Information System-I

UNIT-5 : In MIS Perspectives

Management Information Systems, Objectives, Historical Background, Status of MIS in Organizations, Framework for Understanding Management Information Systems, Organization and Information System.

UNIT-6 : In Systems Economics

Introduction, objectives, Data, Information and Knowledge, Value and Cost of Information, Information Systems.

UNIT-7 : Management Information and Control Systems

Introduction, objectives, Systems View, Role of MIS at Various Management Levels, MIS as a Technique for Making Programmed Decisions, Decision-Assisting Information Systems, System Vulnerability and Abuse, Creating a control Environment and Developing a Control Structure, Auditing Information System.

UNIT-8 : Information Systems Security

Introduction, objectives, Information Rights, Privacy and Freedom in an Information Society, Protecting Computer Equipment and Files, Limiting Logical Access to Computer Systems, Disaster Recovery Plan, Computer Virus and Prevention.

III.Information System-II

UNIT-9 : Information Systems and Functional Area Applications

Introduction, objectives, Information from Data, Types of Information, Information in Managerial Functions, Information Source, Information Systems in Management, System Development, Programmed and Non-Programmed Decisions, Environmental and Competitive Information System, Information System in Functional Area and Decision-Making.

UNIT-10 : Transaction Processing Systems-I : Human Resource and Marketing Management

Introduction, objectives, Human Resource Management Sub-system, Marketing Management Sub-systems, Use of Computers in Marketing Management.

UNIT-11 : Transaction Processing Systems-II : Operational and Financial Management

Introduction, objectives, Transaction Processing Systems, Production/Operation Systems, Inventory Management System, Computerized Maintenance Management, Financial Information Systems, Financial Management Software, Computer Aided Financial Planning.

UNIT-12 : Integrated Applications

Introduction, objectives, Integrated Software Applications, Advantages and Business Utility, The Competition, Business Software Solutions from Oracle, Business Solutions from Microsoft.

IV.System Analysis and Computer Languages

UNIT-13 : Building Information Systems

Introduction, objectives, Computer Based Information Systems and its Classification, Redesigning the Organisation with Information Systems, Business Values of Information Systems, Outsourcing Information System, Ensuring Quality with Information System.

UNIT-14 : Systems Analysis and Design

Introduction, objectives, Traditional Systems Life Cycles, Systems Life Cycles, Systems Analysis, Systems Design, Implementation and Maintenance.

UNIT-15 : Computer Programming and Languages

Introduction, objectives, Programming Vocabulary, Control Statement or Control Structure, Overview and Features of Visual Basic, Overview and Features of JAVA, Overview and Features HTML, Overview and Features COBOL, Overview and Features Excel.

V. Support Systems for Management Decisions

UNIT-16 : Database Resource Management

Introduction, Objectives, Data as Organizational Resource, Organizing Data, Database Management Systems and its Components, Modelling Data, Data types, Developments in Database Technology, Database Administrator and the Role, Critical Success Factor of Data Warehousing.

UNIT-17 : Data Warehousing and Data Mining

Introduction, Objectives, Operational and Information Database, The Data Warehouse, Data Warehouse Schema, Metadata, Data Warehouse and the Web, On-line Analytical Processing, Data Visualization, Data Mining.

UNIT-18 : Tactical and Strategic Information Management: DSS and EIS

Introduction, Objectives, DSS Philosophy, Information Systems, Difference between DSS, MIS and EIS,

Components of DSS, Group DSS, Software Tool Selection, Building DSS/EIS in an Organization.

UNIT-19 : Intelligent Support Systems

Introduction, Objectives, Artificial Intelligence, Expert System, Neural Networks, Fuzzy Logic, Genetic Algorithms.

UNIT-20 : Emerging Trends in IT

Introduction, Objectives, Competitiveness of ICT, Technology for Convergence, Convergence of IT and Consumer Electronics, E-Commerce, E-Commerce Design Issues, Privacy in the Context of e-Commerce.

MS-8

Quantitative Analysis For Management Applications

I.Basic Mathematics for Managements

UNIT-1: Quantitative Decision Making -An overview

Introduction, Meaning of Quantitative Techniques, Statistics and Operations Research, Classification of Statistical Methods, Models in Operation Research, Various Statistical Methods, Advantages of Quantitative approach to Management, Quantitative Techniques in Business and Management, Use of Computers.

UNIT-2: Functions and Progressions

Introduction, Definition of Constant, Parameter, Variable and Function, Types of Functions, Solution of Functions, Business Applications, Sequence and Series, Arithmetic Progression, Geometric Progression.

UNIT-3: Basic Calculus and Applications

Introduction, Limit and Continuity, Concept of Slope and Rate of Change, Concept of Derivative, Rules of Differentiation, Application of the Derivative, Concept of Maxima and Minima with Managerial Applications.

UNIT-4: Matrix Algebra and Applications

Introduction, Matrix, Some Special Matrices, Matrix Representation of Data, Operations on Matrices, Determinant of a Square Matrix, Inverse of a Matrix, Solution of Linear Simultaneous Equations, Applications of Matrices.

II.Data Collection and Analysis

UNIT-5: Collection of Data

Introduction, Primary and Secondary Data, Methods of Collecting Primary Data, Designing a Questionnaire, Pre-testing the Questionnaire, Editing Primary Data, Sources of Secondary Data, Precautions in the Use of Secondary Data, Census and Sample.

UNIT-6: Presentation of Data

Introduction, Classification of Data, Objectives of Classification, Types of Classification, Construction of Discrete Frequency Distribution, Construction of a Continuous Frequency Distribution, Guidelines for Choosing the Classes, Cumulative and Relative Frequencies, Charting of Data.

UNIT-7: Measures of Central Tendency

Introduction, Significance of Measures of Central Tendency, Properties of a Good Measure of Central Tendency, Arithmetic Mean, Mathematical Properties of Arithmetic Mean, Weighted Arithmetic Mean, Median, Mathematical Property of Median, Quantiles, Locating the Quantiles Graphically, Mode, Locating the Mode Graphically, Relationship among Mean, Median and Mode, Geometric Mean, Harmonic Mean.

UNIT-8: Measures of Variations and Skewness

Introduction, Significance of Measuring Variation, Properties of a Good Measure of Variation, Absolute and Relative Measure of Variation, Range, Quartile Deviation, Average Deviation, Standard Deviation, Coefficient Variation, Skewness, Relative Skewness.

III.Probability and Probability Distributions

UNIT-9: Basic Concept of Probability

Introduction, Basic Concepts, Different Approaches to Probability Theory, Calculating Probabilities in Complex Situations, Revising Probability Estimate.

UNIT-10: Discrete Probability Distributions

Introduction, Basic Concepts, Discrete Probability Distributions, Summary Measures and their Applications, Some Important Discrete Probability Distributions.

UNIT-11: Continuous Probability Distributions

Introduction, Basic Concepts, Some Important Continuous Probability Distributions, Applications of Continuous Distributions.

UNIT-12: Decision Theory

Introduction, Certain Key Issues in Decision Theory, Marginal Analysis, Decision Tree Approach, Preference Theory, Other Approaches.

IV.Sampling and Sampling Distributions

UNIT-13: Sampling Methods

Introduction, Why Sampling?, Types of Sampling, Probability Sampling Methods, Non-Probability Sampling Methods, The Sample Size.

UNIT-14: Sampling Distributions

Introduction, Sampling Distribution of the Mean, Central Limit Theorem, Sampling Distribution of the Variance, The Student's Distribution, Sampling Distribution of the Proportion, Interval Estimation, The Sample Size.

UNIT-15: Testing of Hypotheses

Introduction, Some Basic Concepts, Hypotheses Testing Procedure, Testing of Population Mean, Testing of Population Proportion, Testing for Differences Between Means, Testing for Differences Between Proportions.

UNIT-16: Chi-Square Tests

Introduction, Testing of Population Variance, Testing of Equality of Two Population Variances, Testing the Goodness of Fit, Testing Independence of Categorized Data.

V.Forecasting Methods

UNIT-17: Business Forecasting

Introduction, Forecasting for Long Term Decisions, Forecasting for Medium and Short Term Decisions, Forecasting Control.

UNIT-18: Correlation

Introduction, The Correlation Coefficient, Testing for the Significance of the Correlation Coefficient, Rank Correlation, Practical Applications of Correlation, Auto-Correlation and Time Series Analysis.

UNIT-19: Regression

Introduction, Fitting A Straight Line, Examining the Fitted Straight Line, An Example of the Calculations, Variety of Regression Models.

UNIT-20: Time Series Analysis

Introduction, Decomposition methods, Examples of Forecasting using Decomposition, Use of Auto-correlations in Identifying Time Series, An Outline of Box-Jenkins Models for Time Series.

MS-9

Managerial Economics

I.Introduction to Managerial Economics

UNIT-1: Scope of Managerial Economics

Introduction, Fundamental Nature of Managerial Economics, Scope of Managerial Economics, Appropriate Definitions, Managerial Economics and other Disciplines, Economic Analysis, Basic Characteristics.

UNIT-2: The Firm: Stakeholders , Objectives and Decision Issues

Introduction, Objective of the Firm, Value Maximisation, Alternative Objectives of the Firms, Goals of Real World Firms, Firms Constraints, Basic Factors of Decision-Making, The Equi-Marginal Principle, The Discounting Principle, The Opportunity Cost Principle, The Invisible Hand.

UNIT-3: Basic Techniques

Introduction, Opportunity Set, Variables and Constants, Derivatives, Partial Derivatives, Optimisation Concept, Regression Analysis, Specifying the Regression Equation, Estimating the Regression Equation, Decision Under Risk, Uncertainty Analysis and Decision Making, Role of Managerial Economist.

II. Demand and Revenue Analysis

UNIT-4: Demand Concepts and Analysis

Introduction, The Demand Function, The Law of Demand, The Market Demand Curve, The Determinants of Demand, The Product's Price as a Determinant of Demand, Income as a Determinant of Demand, Tastes and Preferences as Determinant of Demand, Other Prices as Determinant of Demand, Other Determinant of Demand.

UNIT-5: Demand Elasticity

Introduction, The Price Elasticity of Demand, Arc Price Elasticity, Point Price Elasticity, Price Elasticity and Revenue, Determinants of Price Elasticity, Income Elasticity of Demand, Cross-Price Elasticity, The Effect of Advertising on Demand.

UNIT-6: Demand Estimation and Forecasting

Introduction, Estimating Demand Using Regression Analysis, Evaluating the Accuracy of the Regression Equation, The Marketing Approach to Demand Measurement, Demand Forecasting Techniques, Barometric Forecasting, Forecasting Methods.

III. Production And Cost Analysis

UNIT-7: Production Function

Introduction, Production Function, Production Function with one Variable Input, Production Function with two Variable Inputs, The Optimal Combination of Inputs, Returns to Scale.

UNIT-8: Cost Concepts and Analysis I

Introduction, Actual Costs and Opportunity Costs, Explicit and Implicit Costs, Accounting Costs and Economic Costs, Direct Costs and Indirect Costs, Total Cost, Average Cost and Marginal Cost, Fixed and Variable Costs, Short-Run and Long-Run Costs.

UNIT-9: Cost Concepts and Analysis II

Introduction, Short-run Cost Functions, Long-Run Costs Functions, Economies and Diseconomies of Scale, Economies of Scope, Application of Cost-Analysis.

UNIT-10: Estimation of Production and Cost Functions

Introduction, Estimation of Product Function, Empirical Estimates of Production Function, Managerial Uses of Production Function, Cost Function and its Determinants, Estimation of Cost Function, Empirical Estimates of Cost Function, Managerial Uses of Cost Function.

IV. Pricing Decisions

UNIT-11: Market Structure and Barriers to Entry

Introduction, Classification of Market Structure, Factors Determining the Nature of Competition, Barriers to Entry, Strategic Entry Barriers, Pricing Analysis of Markets.

UNIT-12: Pricing Under Pure Competition and Pure Monopoly

Introduction, Characteristics of Perfect Competition, Profit Maximising Output in the Short Run, Profit Maximising Output in the Long Run, Characteristic of Monopoly, Profit Maximising Output of a Monopoly Firm, Evaluation of Monopoly, Relevance of Perfect Competition and Monopoly.

UNIT-13: Pricing under Monopolistic and Oligopolistic Competition

Introduction, Monopolistic Competition, Price and Output Determination in Short run, Price and Output Determination in Long run, Oligopolistic Competition, Concentration Ratios, Herfindahl Index and Contestable Markets.

UNIT-14: Pricing Strategies

Introduction, Price Discrimination, An Algebraic Example of Third Degree Price Discrimination, Peak Load Pricing, Bundling, Two-Part Tariffs, Pricing of Joint Products.

Organizational Design, Development And Change

I. Understanding Organizations

UNIT-1: Approaches to Understanding Organization

Introduction, Meaning and Characteristics of Organisation, Organisation as System, Approaches to Organisation, The 7s Model.

UNIT-2: Factors Affecting Organization Design

Introduction, Meaning of Organization Design, Principle of Good Organization Design, Theories of Organization Design, Key Factors Affecting Organization Design, Other Factors, Organizational Effectiveness.

II.Organization Design

UNIT-3: Typology of Organization Structures

Introduction, Line Organization, Line and Staff Organization, Functional Organization Structure, product Organization Structure/Divisional Structure, Hybrid Structure, Formal and Informal Organization, Centralisation and Decentralisation, Vertical Structure, Horizontal Organization, Project Organization, Matrix Organization, Virtual Organization, (Network Structure), Boundaryless Organization, Inverted Pyramid, Task Forces, Mechanistic and Organic Structures.

UNIT-4: Some Basic Organisation Design and Restructuring Strategies

Introduction, The Design Process, Evolutionary Process of Organisation Design, Universal Perspectives of organisation Design, From "Strategy-Structure" to "Process", Restructuring Strategies.

III.Approaches to Work Design

UNIT-5: Organising and Analysing Work

Introduction, The Price Elasticity of Demand, Arc Price Elasticity, Point Price Elasticity, Price Elasticity and Revenue, Determinants of Price Elasticity, Income Elasticity of Demand, Cross-Price Elasticity, The Effect of Advertising on Demand.

UNIT-6: Demand Estimation and Forecasting

Introduction, Estimating Demand Using Regression Analysis, Evaluating the Accuracy of the Regression Equation, The Marketing Approach to Demand Measurement, Demand Forecasting Techniques, Barometric Forecasting, Forecasting Methods.

UNIT-7: Production Function

Introduction, Production Function, Production Function with one Variable Input, Production Function with two Variable Inputs, The Optimal Combination of Inputs, Returns to Scale.

UNIT-8: Cost Concepts and Analysis I

Introduction, Actual Costs and Opportunity Costs, Explicit and Implicit Costs, Accounting Costs and Economic Costs, Direct Costs and Indirect Costs, Total Cost, Average Cost and Marginal Cost, Fixed and Variable Costs, Short-Run and Long-Run Costs.

UNIT-9: Cost Concepts and Analysis II

Introduction, Short-run Cost Functions, Long-Run Costs Functions, Economies and Diseconomies of Scale, Economies of Scope, Application of Cost-Analysis.

UNIT-10: Estimation of Production and Cost Functions

Introduction, Estimation of Product Function, Empirical Estimates of Production Function, Managerial Uses of Production Function, Cost Function and its Determinants, Estimation of Cost Function, Empirical Estimates of Cost Function, Managerial Uses of Cost Function.

IV.Pricing Decisions

UNIT-11: Market Structure and Barriers to Entry

Introduction, Classification of Market Structure, Factors Determining the Nature of Competition, Barriers to Entry, Strategic Entry Barriers, Pricing Analysis of Markets.

UNIT-12: Pricing Under Pure Competition and Pure Monopoly

Introduction, Characteristics of Perfect Competition, Profit Maximising Output in the Short Run, Profit Maximising Output in the Long Run, Characteristic of Monopoly, Profit Maximising Output of a Monopoly Firm, Evaluation of Monopoly, Relevance of Perfect Competition and Monopoly.

UNIT-13: Pricing under Monopolistic and Oligopolistic Competition

Introduction, Monopolistic Competition, Price and Output Determination in Short run, Price and Output Determination in Long run, Oligopolistic Competition, Concentration Ratios, Heirfindahl Index and Contestable Markets.

UNIT-14: Pricing Strategies

Introduction, Price Discrimination, An Algebraic Example of Third Degree Price Discrimination, Peak Load

Pricing, Bundling, Two-Part Tariffs, Pricing of Joint Products.

MS-11

STRATEGIC MANAGEMENT

I. INTRODUCTION TO STRATEGIC MANAGEMENT

UNIT-1: Concept of Strategy

Introduction, Meaning of Strategy, Nature of Strategy, Essence of Strategy, Strategy v/s Policies and Tactics, Strategy v/s Programmes, Procedure and Rules, Levels of Strategy, Importance of Strategy.

UNIT-2: Process of Strategy

Introduction, Process of Strategy, Strategic Intent, Environmental and Organizational Analysis, Identification of Strategic Alternatives, Choice of Strategy, Implementation of Strategy, Evaluation and Control.

UNIT-3: Strategic Framework

Introduction, Strategic Intent, Vision, Core Values and Core Purpose, Mission, Business Definition, Objectives and Goals.

II. STRATEGIC ANALYSIS

UNIT-4: Environmental Analysis

Introduction, Broad Dimensions of External Environment, PESTEL Framework, McKinsey's 7S Framework, General Environment and Organizations Strategy, Environmental Scanning.

UNIT-5: Competitive Forces

Introduction, Competitive Environment, Porter's Five Forces Framework, Process for Analyzing External Environment, Scenario Planning.

UNIT-6: Internal Analysis

Introduction, Types of Resources, The Critical Success Factor, The Value Chain Framework, Quantitative Assessment, Qualitative Assessment, Comparison Standards.

CASE STUDY

III. BUSINESS LEVEL STRATEGY

UNIT-7: Cost

Introduction, Cost Levels in India, Causes and Effects of High Costs in India, Changing Role of Cost in Different Market Conditions, The Experience Curve, Causes of Experience Curve Effect, Additional Considerations for Using Experience Curve Effect, Experience Curve and Competitive Strategy, Experience Curve and its Applicability, Limitations of Experience Curve, Role of Cost in Business Growth, Cost Leadership.

UNIT-8: Differentiation and Focus

Introduction, Concept of Differentiation, Types of Differentiation, Sources of Differentiation, Cost of Differentiation, Advantages and Disadvantages of Differentiation, Focus.

CASE STUDY

IV. CORPORATE LEVEL STRATEGY

UNIT-9: Growth Strategies-I

Introduction, Nature and Scope of Corporate Strategy, Nature of Stability Strategy, Expansion Strategies, Expansion through Intensification, Expansion through Integration, International Expansion.

UNIT-10: Growth Strategies-II

Diversification, Related Diversification (Concentric Diversification), Unrelated Diversification (Conglomerate Diversification), Rationale for Diversification, Alternative Routes to Diversification, Mergers and Acquisitions (M&A), Mergers and Acquisition Strategy, Reasons for Failure of Mergers and Acquisition, Steps in Mergers and Acquisition Deals, Mergers and Acquisitions.

UNIT-11: Strategic Alliances

Introduction, Strategic Alliance Trends, Factors Promoting the Rise of Strategic Alliances, Types of Strategic Alliances, Benefits of Strategic Alliances. Costs and Risks of Strategic Alliances, Factors Contributing to Successful Alliances, Planning for a Successful Alliances, Corporate Social Responsibility.

UNIT-12: Turnaround

Introduction, Retrenchment Strategies, Turnaround Strategy, Survival Strategy, Liquidation Strategy.

CASE STUDY**V.IMPLEMENTATION AND CONTROL****UNIT-13: Structural Dimensions**

Introduction, Strategic Change, Matching Organization Structure to Strategy, Determinants of Organization Structure, Strategy and Structure Proposition, The Stages Model of Structure, Forms of Organization, Structuring Multinational(Transnational) Organizations, Structure for Development Programmes, Perspectives on Strategy and Structure.

UNIT-14: Behavioural Dimensions

Introduction, Role of Leadership, Concept of Leadership, Functions of Leadership, Leadership Styles, Corporate Culture, Ethics and Values, Functional Strategies.

UNIT-15: Control

Introduction, Strategic Control Process. Methods of Control, Performance Standards, Analysis and Follow-up Action for Control, Problems of Control Systems.

UNIT-16: Evaluation of Strategy

Introduction, Process of Evaluation, Business Portfolio Analyses, Qualitative Factors, Balanced Score Card (BSC), Structure of Evaluation, Evaluation System in a Multi-business Company, Characteristics of an Effective Evaluation Strategy.

SOCIAL PROCESS AND BEHAVIORAL ISSUES

I. Social Process And Issues

UNIT-1: Indian Environment: The Changing Scenario

Introduction, Historical Perspective, The Dual History of India, Challenges for Organizations.

UNIT-2: Social Issues and Organizational Relevance

Introduction, Social Issues, Paradigm Shift, Changes in Social Institutions, Organizational Relevance.

UNIT -3: Organisational Value and Work Ethics

Introduction, Vision, Values and Attitudes, Adherence to Core Values, Value Actualisation, Globalisation and Core Values, Work Ethics, Corporate Governance, Corporate Governance and Business Ethics.

II. Intra Personal Processes

UNIT-4: Understanding Human Behaviour

Introduction, Models to Understand Human Behaviour, Implications for the Organisation, Personality, Determinants of personality, Type and Behaviour, Implications for the Organisation, Personality, Determinants of Personality, Type and Trait Approaches to Personality, Theories of Personality, Importance of Personality, Attitudes, Attitudes and Organisation, Values, Socialisation's influence on personality, Values and Attitudes, Schein Socialisation Model.

UNIT-5: Perception

Introduction, Perceptual Selectivity and Perceptual Organisation, Perceptual Sets and Perceptual Worlds, Halo Effect and Stereotyping, Attributions, Perception, Interpersonal Perception, Perception and its Application in Organisations.

UNIT-6: Learning

Introduction, What is Learning?, Approaches to Learning, Training(Transfer of Learning), Behaviour Modification Technique, Behaviour Modification versus Socialisation, Learning Organisation, Knowledge Management.

UNIT-7: Motivation

Introduction, Evolution of the Concept of Motivation, Some Important Theories of Motivation in the Organisational Context, How Can I Motivate People?, Motivates and Managerial Behaviour.

UNIT-8: Human Emotions at Work

Introduction, What are Emotions?, Emotions versus Temperament, Relationship among Emotion, Motivation and Attitudes, Dimensions of Emotions, Emotional Expression, Managing Emotions at Work, Can Emotional Intelligence be Learned?.

UNIT-III: Interpersonal Processes

UNIT-9: Interpersonal Issues, Communication and Conflict

Interpersonal Relations, Factors Effecting Interpersonal Relations, Towards Enhanced Interpersonal Relations, Communications, Barriers to Communication, Effective Communication, Interpersonal Conflicts.

UNIT-10: Counseling Process

Introduction, Basics of Counselling, Salient Features of Counselling, Qualities of an Effective Helper/Counselor, Counselling Outcomes, Process Goals in Counselling, The Basic Conditions of Counselling, Counselling in Organisations, Ethical Issues in Counselling organizations, Training for Counselling Who Work in Organisations.

UNIT-11: Behaviour Modification

Introduction, Behaviour Modification in Organisations, Methods of the Behaviour Management and Change, Business and Industrial Applications, Transitional Contingency Contracting and the Premack Principle in Business, A Skill Training Approach, Training Format in Industrial Behaviour Modification, Ethics of Behaviour Modification.

UNIT-12: Persuasion

Introduction, Meaning of Persuasion, Theory of Persuasion, Importance (Power) of Persuasion, Process of Persuasion, How to Persuade.

IV. Group and Inter-Group Processes

UNIT-13: Group Formation and Group Processes

Introduction, Nature of Groups, Reasons for Group Formation, Control Mechanism of Groups, Group Decision-Making, Communication Pattern in Groups, Group Effectiveness.

UNIT-14: Group Dynamics

Introduction, Models of Group Development, Sociometry, More Tools for Observation and Analysis of Groups, Various Roles in Group Process, Group Process, Inter-Group Process, Improving Group Process.

UNIT-15: Leading and Building Teams

Introduction, Why Teams?, Group and Teams, Types of Teams, Building Effective Teams, Teams Effectiveness and Team Sustenance, Leadership in Team Building.

UNIT-16: Conflict Resolution

Introduction, Conflict, Conflicts, Sources of Conflict, Conflict Process, Styles of Conflicts Management.

V. Organisational Processes

UNIT-17: Power Dynamics

Introduction, Concepts of power, Differentiating Power from Authority and Influence, Sources of Power, The Bases of Power, Using Power Ethically, The Dynamics of Power.

UNIT-18: Political Processes

Introduction, Why are Organisations Political?, Political Perspective of Organisations, Politics as a means of Resolving Conflicting Interests, How to Play Politics?, Influencing The Decision Process and Design, Power and Hierarchy in Organisation, How to Recognise Political Tactics, Is Political Behaviour Ethical?, Is Political Inevitable?.

UNIT-19: Learning Organisations

Introduction, Concept and Definition, Learning Organisation, Characteristics of learning Organisation, Application of Learning in Organisation, Learning Disabilities, Developing the Learning Organisation, Facilitating and Hindering Factors.

UNIT-20: Cross Cultural Issues

Introduction, Cultural Differences and Similarities, Behaviour in Global Perspective, Cultural Shock, Managerial Responses, Decision Making Across Cultures, Motivation Across Cultures, Rewards Across Cultures, Leadership Across Cultures, Power and Conflict Across Cultures, Communication Across Cultures, Environment Across Cultures, Organisations Structures and Technology Across Cultures, Cross-Cultural Training.

UNIT-21: Organisational Culture

Introduction, Concept of Organisational Culture, Key Terms Used, Role of Culture, Developing Organisational Culture, types of Organisational Culture, Strategic and Cultural Values, Cultural Change, Corporate Culture, Work Culture.

MS-22

Human Resource Development

I. HRD: Concept and System

UNIT-1: The Process and System of HRD

The Concept of HRD, Value-Anchored HRD Process, HRD System and Sub-System, Changing Boundaries of HRD, HRD Trends in Asia.

UNIT-2: Career System

The Concept of a Career, A Career Development Perspective, Career Transitions and Choices, Cognitive Age, Job Transitions and Career Concerns, What People Want in Their Careers?, Different Career Paths, Career Problems,

Individual Strategies for Career Development, Organisational Strategies for Career Development, Making Decisions, Learning Applications Activities.

UNIT -3: Competency Mapping

The Need for Competency Mapping, What is Competency?, History of Competencies, Who Identifies Competencies?, What Methodology is Used?, How are They Identified, What Language to Used?, Who Can Do It?, Some Tips on How to Do It.

UNIT-4: Performance Management System

Introduction, Performance Management, The Performance and Profit, Systems Theory and Human Performance, Historical perspective of Behaviourism in Business and Industry, Behaviour, Performance and Management, Personality, Behaviour and Performance, Motivation, Behaviour and Performance, Seeking High Impact Areas for Improvement, Analysing Human Performance, The ABC's of Behaviour and Performance, Performance Management Centre, Major Methods and Movements to Increase Organisational Performance, Performance Management, From Performance Appraisal to Performance Management, Performance Management.

UNIT-5: Coaching and Mentoring

The Concept and Objectives of Coaching and Mentoring, The Basic Process of Coaching and Mentoring, The Process of Mentoring.

UNIT-6: Development System

The Changing Business Environment, The Three "Ss" of the Organisational Development, Formulation of The OD Plan, Developing Business Ethics, Systems of Training and The Organisational Development, Culture with Reference to OD System, Structure and OD System, Competency Based OD.

II. HRD Systems And Profession

UNIT-7: Reward System

Introduction, The Objectives of Compensation, Compensation System, Psychological Basis of Rewards, Designing Reward System, Whom to Reward?, What to Reward?, How to Reward?, How To Assess?, About Punishment.

UNIT-8: Self Renewal System

Introduction, Organisational Development(OD), Operational Goals of OD, Conditions for OD Success, Phases of Organizational Development, Some Guidelines For Conducting OD, OD Interventions, Action Research, Development of Internal Self-renewal Facilitators, Research In HRS.

UNIT-9: HRD For Workers

Rationale Underlying HRD for Workers, HRD for Workers, Managing Generation of Workers, Empowerment, Cross Functional Teams, Reorganisation of Works, Training, Counselling, Role of Trade Unions, Operationalising HRD for Workers.

UNIT-10: Professionalisation of HRD

Introduction, What is a Profession?, Profession and Occupation, Characteristics of Profession, HRD Profession and Professionalism in India, Has Indian HRD Attained the Status of a Profession?.

UNIT-11: HRD Strategies and Experiences

Introduction, Larsen and Toubro Ltd.(L and T), Crompton Greaves Ltd.(CGL), L & T Construction Group, Jyoti Ltd., TVS Iyenger & sons, Voltas Ltd., Sundaram Fasteners Ltd.(SFL), Bharat Earth Movers Ltd.(BEML), OD in BHEL, Bhopal, Bank of Baroda(BOB), State Bank of India(SBI), State Bank of Patiala(SBP), Indian Oil Corporation(IOC), Steel Authority of India Ltd.(SAIL), HRD Instruments & Sub-Systems, HRD Processes & Outcomes, Future Directions, Indian HRD.

UNIT-III: Comparative HRD

UNIT-12: HRD in The Government & Public System

Rule of HRD in Government, Contextual Factors, Basic Objectives of HRD in Government System, Role Set of Government Administration System, HRD Development System, Current System of HRD in Government, A new Approach to an Integrated HRD System in Government Administration.

UNIT-13: HRD in Health Sector

Introduction, A Contextual Understanding of National Population Policy & Human Resources for Health, What Does Development & Management of Human Resources Mean?, Human Resource Planning, Selection, Recruitment, Introduction Training Programme, Training, Other HRM Functions, Continuing Medical Education(CME), Performance

Appraisal, Rewards & Punishment, Transfers.

UNIT-14: HRD in Other Sectors(Defence, Policy, Voluntary Organisations & PanchayatRaj Instutions)

Introduction, Contextual Background, HRD in the Defence Services, HRD in Police Administration, HRD in PanchayatRaj Instutions & Rural Development, HRD in Volantary Organisation.

UNIT-15: International Experience of HRD

HRD in USA & Other Countries, HRD Concerns of Practionars in The USA & the Other Countries, Internatioanl Research Concerns in HRD, Professional Development of HRD Professional in USA, International Theory Buliding in HRD, Replacement of HRD managers By Chief Knowleg managers & Chief Learning Mangers, HRD Trands & Challenges in Aisa.

IV.HRD Issues and Experiences

UNIT-16: HRD Audit

Why HRD Audit?, Methodology of HRD audit, Concept of HRD Audit, Methodology of HRD Audit, Preparation for the Audit, HRD Score Card, HRD Audit as an OD Intervention, HRD Audit Failures, Results of a search Study, Current Status of HRD Audit in India.

UNIT-17: Multi Source Feedback System

Introduction, Objectives of 360 Degree Feedback or Multi-source Feedback and Assessment Feedback Systems(MAFS), Advantages of the 360 Degree or MAFS, Pre-requisites for Participation in 360 Degree Feedbacks, RSDQ Model of 360 Degree Feedback, Effectiveness of 360 Degree Feedback, 360 Degree Profile of MR.A, Some Other Model of 360 Degree Feedback, How to Perpare For Implementing 360 Degree Feedback?.

UNIT-18: Knowledge Management

Introduction, Knowledge Management, Knowledge Management in Organization.

UNIT-19: Technology & HRD

Definition of HRD, HRD Philosophy, Aims of HRD, Characteritiscs Features, HRD Activities, The Nature And Allocation of Work, Technology of Work, Meaning The Technological Change in Work Organisation, Relating HRD & Technological Changes, Developing the Change Mindset.

UNIT-20: Diversity Management

Introduction, Culture of Diversity, Idologies of About Diversity, Ethnocentrism, Work Socialisation & Organisation Level as Work Force Diversity Level, A Theoretical Model For the Structure of Diversity, Defining the Signeficant Concept of The Model, Diversity, Power & Mentorship in Organisation, Diversity and Power, Human Resource Systems to manage Diversity.

UNIT-21: Managing Globalization

Introduction, Definitioan of Globalisation, Global Corporations, Making Globalisation Work, What is Organisational Structure?, Becoming Global, Implementing a Multi-Domestic Strategy, Implementing International Strategy, Implementing Global Strategy, Implementing Transnational Strategy.

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MS-23

Human Resource Planning

I. Basics of Human Resource Planning

UNIT-1: Introduction to HRP System: The Emerging Concept

Introduction, Why is Human Resource Planning Important?,Meaning and Definition of HRP, Need for Planning, Types of Plans, The Planning Process, Forecasting Techniques, Examining External and Internal Issues, Determining Future Organisational Capabilities, Determining Future Organisational Needs, Implementing Human Resource Programmes to Address Anticipated Problems, Role of HRP Professionals, Barriers to HRP.

UNIT-2: Process and Functions of Human Resource Planning(HRP)

Concepts and Process of HRP, Preliminaries to Review, Manning Standards and Utilization, HR Information

Systems, HR Inventory and Analysis, HR Supply Planning, HR Control and Audit, Management HR Planning, Application to Individual Decisions.

UNIT-3: Methods and Techniques of Demand Management

Introduction, HR Forecasting, Forecasting Demand for Employees, Issues in Demand Forecasting, Forecasting Techniques, Other Forecasting Methods, Creation of a HR/Staffing Plan.

UNIT-4: Methods and Techniques- Supply Management

Introduction, Human Resource Inventory, Factors Affecting Internal Levels, Employee Turnover Analysis, The Cohort Method, The Census Method, Markov Chain, Renewal Models.

UNIT-5: Contemporary Trends in Managing Demand and Supply

Introduction, Emerging Organisational Structures, Transformations at the Workplace, Flexible Workforce, Building a Culture, Performance Appraisal, Compensation and Benefits, Dealing with Relocations and Redundancies, Human Resource Measures and Adult, Trends in Labour Supply, Trends in Labour Demand.

II. Approaches To Analysing Job

UNIT-6: Job Analysis

Introduction, Job Analysis, Some Considerations, Method of Collecting Information, Job Analysis: Process, Steps in the Job Analysis Process, Job Description, Design of Job Description, Uses of Job Description, Job Specification.

UNIT-7: Changing Nature of Roles

Introduction, Role Description, Kinds of Roles, Need for Role Descriptions, Use of Role Descriptions, Changing Roles, The Changing World of Work, Factors Contributing to Role Changes, Role Expectations.

UNIT-8: Job Evaluation Concepts and Methods

Introduction, Job Evaluation, Objectives of Job Evaluation, Assumptions in Job Evaluation, Methods of Job Evaluation, Recent Developments in Job Evaluation.

UNIT-9: Competency Approaches to Job Analysis

Introduction, What is Competency Approach, How is it Used by Organisations, The Benefits of the Competency Approach, Competency Mapping, Approaches to Competency Mapping.

III. Key HR Practices

UNIT-10: Recruitment

Introduction, Recruitment Function, Recruitment Purpose, Recruitment Policy, Sources of Manpower Supply, Methods and Techniques of Recruitment, Executive Search, Assessment and Improvement of Recruiting.

UNIT-11: Selection

Introduction, Selection Process, Selection Procedures, Selection Tests, Test Construction, Interview, Physical Examination, Reference Checks, Placement Processes, Placement, Exit Interviews, Retention.

UNIT-12: Dislocation and Relocation of Employees

Introduction, When Dislocation Occurs, Coping With Dislocated Employee, Helping the Dislocated Employee.

UNIT-13: Orientation

Introduction, Orientation Objectives, Why Orientation?, Orientation Policy, Orientation Contents, Orientation Responsibilities, Orientation Programme, Orientation Checklist, Orientation Evaluation.

UNIT-14: Career and Succession Planning

Introduction, Aim and Objectives of Career Planning, Career Planning Process, Career Structure, Benefits of Career Planning, Career Planning, What People Want from their Carriers?, Career Planning Programmes, Facilitating Career Planning, Responsibilities in Career Development, Evaluating Career Management, Succession Planning.

UNIT-15: Performance and potential Appraisal

Introduction, Objectives of Performance Appraisal, Planning the Appraisal, Approaches to Performance Appraisal, Components of Performance Appraisal, Types of Performance Appraisal, Concerns and Issues in Appraisal, Steps in Appraisal Programme, Methods of Performance Appraisal, Errors in Performance Appraisal, Potential Appraisal, Self Appraisal, Performance Appraisal Assessment, Performance Appraisal Guidelines, Performance Appraisal In Practice, Performance Review and Feedback, Strategies to Improve Performance.

UNIT-16: Human Resource Information Systems

Introduction, Concepts of HRIS, Technology Shifts and HRIS, Effectiveness of HRIS, Designing and Implementing

an HRIS, HRIS as a Tool, Prerequisites for Introduction of a Transformational HRIS, HRIS Leadership.

UNIT-17: Human Resource Audit

Introduction, Concepts of Human Resource Audit, Need of HR Audit, The Scope of HR Audit, The Frequency of HR Audit, Conducting HR Audit, Audit Process, Techniques in HR Audit.

UNIT-18: Human Resource Accounting

Introduction, What is HRA?, Historical Development of HRA, Information Management for HRA, Measurement in HRA, The Cost Approach, The Economic Value Approach, The Non-Monetary Value Based Approaches, Measurements of Group Value.

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MS-25

MANAGING CHANGE IN ORGANISATIONS

I. CONCEPT OF MANAGING CHANGE

UNIT-1: Understanding Change

Introduction, Developing the Change Mindset, Some Key Change Theme, Categories of Business Change, Triggers for Change, Creating the Future.

UNIT-2: Types of Change

Introduction, Focus on the Individual, Focus on the Role, Focus on Teams, Focus On The Organisation, Types of Change, Turnaround Management, Planned Change, Work Redesign as a Technique of Planned Organisation Change, Change: The Challenge of Transformation.

UNIT-3: Factors Critical to Change

Introduction, The Axis of Organisational Change, What Makes Excellent Companies Tick?, The Emergence of Humanistic Philosophy in Management of Change and Organisations, Facilitation of Planned Change, The "Relational and Natural-System" Models of Organisational Analysis Related to Change, Organisation Development, Action, Research and The Intervention Model.

UNIT-4: Organisational Culture and Change: Cross Cultural Experiences

Introduction, A Formal Definition of Organisational Change, Organisational Culture and Organisational Change, The Need for Indegenous Management in Developing Countries, Characterisation of Environments Developed and Developing Countries, The Emergence of Indigenization and The Change Process, Indigenization and The Complexity of Management of Change, Strategic Behaviour of Strategic Developmental Organizations, Closing Cultural Gaps.

II. FORMS OF ORGANIZATIONAL CHANGE

UNIT-5: Emerging Organizational Forms and Structures

Introduction, 21st Century Organisational Trends, Organisational Design, Organisation Structure, Different Types of Organisation Structure, Amoeba: Shaped Organisation, Vertical/Tall Organisations, Horizontal/Flat Organisation, Inverted Pyramid, Orchestra, Cluster Organisation, Virtual Organisation, Matrix Organisation, Functional Organisation Structure, Product Organisation Structure.

UNIT-6: Mergers and Acquisitions

Introduction, History of Mergers, Concepts, Types of Mergers, Reasons, Purpose of Merger and Acquisition, Role of Agencies, Legal Provisions, Alternatives to Mergers and Acquisitions.

UNIT-7: Turn Around Management

Introduction, Concept, Kinds of Turnaround Situation, Steps Involved in Turnaround Management, Examples of Activities in Major Turnaround Situations, ategories of Turnaround Management, Turnaround in Different Contexts.

UNIT-8: Process Based Change

Introduction, Reasons for the Process Change, The Process to Manage the Change.

UNIT-9: Group Based Approaches To Change

Introduction, Different Group Approaches to Change, Other Large Group Approaches.

III. DIAGNOSIS AND INTERVENTION

UNIT-10: Organisational Diagnosis: issues and Concepts

Introduction, Diagnosis, Organisational Diagnosis, Diagnostics, Theory in Action, Lead for Effective Organisational Diagnosis, Organisational Diagnosis: Process, Interpretation and Method, Phases in Diagnosis, Interpretation, Methods.

UNIT-11: Diagnostic Methodology: Quantitative and Qualitative

Introduction, Open Systems Analysis, Key Features of The Model, The Model as a Diagnostic Guide, Weisbord's Six Box Model, Porra's Stream Analysis, Diagnosis of The Methods of Diagnosis.

UNIT-12: Interventions In Organisational Change

Introduction, Focus On Intervention, Intergroup Intervention, Personal, Interpersonal and Group Process Intervention, Comprehensive Intervention, Structural Intervention.

UNIT-13: Evaluation of Organisational Change

Introduction, Approaches to Evaluating Change, Purpose of Context of Evaluation, Evaluation and Action Research Approach, Purpose of Evaluation and Strategies, Data Gathering Techniques, Data Analysis and Feedback.

IV. ROLE OF CHANGE AGENT

UNIT-14: Key Roles In Managing Change

Introduction, Major of Change, Key Roles in Managing Change, Other Forces of Change, Role of Change Agents.

UNIT-15: Skills For Managing Change

Scanning the Environment, Diagnosing the Organisation's Capability, Organising For Change, Formulating a Strategy, Leveraging Structure, Leveraging Systems, Reward Systems, Systems For Career Development, Communication Systems, Cultural Change as a Lever, Skills Required for the Role Change Agent, Role of HRD in Managing Change.

UNIT-16: Managing Resistance To Change

Nature Of Resistance, Reasons for Resistance, Sources of Individual Resistance, Sources of Organizational Resistance, Types of Resistance, Implications of Resistance, Organizational Culture, Methods of Handling Resistance, Techniques of Managing Resistance.

UNIT-17: Role of Leadership In Managing Change.

Introduction, Transformational Leadership Skills, Difference Between Transactional and Transformational Leadership, Key Competencies in Change Agents, Leading Change, Understanding That Success Can Be a Paradox, Creating a Learning Organization, How to Make an Organization as Continual Learner, Every manager an Agent Of Change.

UNIT-18: Managing Transition.

Introduction, Transition as a Concept, Rules of Managing Transition, Stages In Transition, Process of Managing Transition, Role of Leader In Managing Transition.

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MS-27

WAGE AND SALARY ADMINISTRATION

I. Compensation-Concept And Context

UNIT-1: Role of Compensation and Rewards in Organisation

Compensation, Indirect Compensation, Role of Compensation, Compensation Structures, The Compensation Programme, Compensation Policy, Issues and Current Trends.

UNIT-2: Economic and Behavioural Issues In Compensation

Introduction, Select Wage Theories and Economic Issues, Behavioural Theories and Relevant Issues.

UNIT-3: Framework of Compensation Policy

Introduction, Macro Policy Framework, Micro Policy Framework, Divergent Perspectives of Management and Labour, Case Approach to Public Sector Pay Revision, Case Study-Wage Revision in NEWS Paper Industry.

II. Legal Framework of Wage and Salary Administration

UNIT-4: Wage Concepts and Definition of Wages Under various Labour Legislation

Wage Concepts, Definition of Wages Under various Labour Legislation.

UNIT-5: Constitutional Perspective, International Labour Standards, And Norms For Wage Determination

Wages, International Labours Standards on Wages, Norms for Fixation of Wages, Wage Revision.

UNIT-6: Law Relating To Payment of Wages and Bonus

Payment of Wages Act 1936, Bonus, Key Words.

UNIT-7: Regulation of Minimum Wages and Equal Remuneration

Minimum wages Act 1948, Fixation of Minimum rates of Wages, Review and Revision of Minimum Wages, M Fixation/Revision of Minimum Wages, Equal Pay for Equal Work, Key Words.

UNIT-8: Law Relating To Retiral Benefits

Provident Funds and Pension, Gratuity.

III. Compensation Structure and Differentials

UNIT-9: Pay Packet Composition

Introduction, The Concept of Wages, Salary and Pay-Packets, Basic Wage Componet of Paypacket, Dearness Allowance Con Paypacket, Payment By Result or Insentive Payment, Statutory Bonus, Allowances, Fringe Benefits and Social Security, Underst Trends of Pay-Packet.

UNIT-10: Institutional Mechanisms for wage Determination

Introduction, Public Policy and Legal Framework, Unilateral Pay Fixation, Collective Bargaining, Pay Commissions, Wa Adjudication, Exercise.

UNIT-11: Job Evaluation and Internal Equity

Concept of Internal and External Equity, Job Evaluation, Methods and Systems of JE, Job Analysis and Job Description, Link Implementing job Evaluation.

UNIT-12: Extrnal Equity and Pay Surveys

External Equity, Pay and its Components, Fair Pay for Fair Work, Pay Surveys.

IV. Reward System, Incentives and Pay Restructuring

UNIT-13: Design of Performance Linked Reward System

Introduction, Forms and Choice of Performance-linked Reward System, Steps in Designing, Issues and Trends, Integrated Scheme, Designing and Reviewing an Incentive Scheme.

UNIT-14: Incentives for Blue and White Collars

Introduction, Meaning and Definition, Classification of Incentives, Merits and Demerits, Prerequisites of Effective Incentiv Incentive Systems, Wage Incentive Plans, Working of Incentive Schemes.

UNIT-15: Bonus, Profit Sharing and Stock Options

Introduction, Bonus, Profit Sharing, Stock Options.

UNIT-16: Allowances and Benefits

The Need, Basic Wage, Dearness Allowance, Oilier Allowance, Fringe Benefits.

UNIT-17: Downsizing and Voluntary Retirement Scheme

Introduction, Reasons for Downsizing, Voluntary Retirement Schemes, Exercises.

V. Emerging Issues And Trends

UNIT-18: Tax Planning

Introduction, Tax Planning, Tax Planning and Tax Avoidance, Tax Planning for Employee Compensation, Need for Fres Compensation Package.

UNIT-19: Comparative International Compensation

Introduction, Emerging Trends, Limitations of (he Job Related Compensation, Paradox of Performance Related Com Competency Based Compensation.

UNIT-20: Overview of Future Trends in Compensation Management

Introduction, Compensation Issues, Compensation Problems, Compensation Administration, Compensation Criteria, Compensation Survey, Pay Comparison, Compensation Structure, Compensation Policy, Compensation-Future Trends, Executive Compensation.

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MS-28 LABOUR LAWS

I. Introduction to Labour Legislation

UNIT-1: Philosophy of Labour Laws

Introduction, Approach to Labour Law and Labour Relations, Basis of Labour Relations Law, Constitutional Directives and Limitations to Labour Law, Social Justice and Labour Laws, Public Interest Litigation for Enforcement of Labour Law, Industrial Adjudication, The Concept and Philosophy of Labour Welfare, Effect of Socio-Economic Conditions of Labour Law.

UNIT-2: Labour Laws, Industrial Relations & Human Resource Development

Introduction, Conceptual Basis, HRD, Labour Laws Orientation.

UNIT-3: Labour Laws -Concept, Origin, Objectives and Classification

The Concept of Labour Legislation, Origin of Labour Legislation, Objectives of Labour Legislation, The Classification of Labour Legislation.

UNIT-4: ILO-International Labour Organisation and Indian Labour

The International Labour Organisation, International Labour Standards, International Labour Standards and their Influence on Indian Labour Legislations.

UNIT-5: Indian Constitution and Labour Legislations

Indian Constitution and Labour Legislations, Preamble of Indian Constitution and Labour Legislations, Fundamental Rights and Labour Legislations, Directive Principles of State Policy and Labour Legislations, Judicial Wisdom of the Courts and Labour Legislations.

UNIT-6: Labour Policy, Emerging Issues and Future Trends

Introduction to Indian Labour Policy, An overview of Labour Policy/Practices, Emerging Issues, Future Guidelines for Labour Policy, Harmonious Understanding between Legislative, Judiciary and Executives.

II. Laws on Working Conditions

UNIT-7: The Factories Act,1948

Historical Development of Factory Legislation, Object of the Act, Scope and Applicability of the Act, Definitions, Approval, Licencing and Registration of factories, The Inspecting Staff, Certifying Surgeons, Health, Safety, Provisions Relating to Hazardous Processes, Welfare of Workers, Working Hours of Adult Workers, Employment of Young Persons, Annual Leave with Wages, Other Features.

UNIT-8: The Mines Act,1952

Development of Mining Legislation, Scope and Coverage, Mining, Administration of the Act, Enforcement of the Act, Health and Safety, Hours and Limitation of Employment, Leave with Wages.

UNIT-9: Shops and Establishments Law

Introduction, Object and Scope, Concept and Definitions, Registration of Establishment, Working Hours, Prohibition of Employment of Child, Young Persons and Women, Opening and Closing Hours of Shops and Commercial Establishments, Close day, Holiday and rest Day, Payment of Wages, Leave, Health and Safety, Dismissal, Enforcement of the Act.

UNIT-10: Plantation Labour Act,1951

Introduction, Scope and Applicability, Definitions, Registration of Plantation, Provisions as to Health, Welfare, Safety Provisions Under the Plantation Labour Act-1951, Working Hour and Limitation of Employment, Leave with Wages, Administration and Enforcement of the Act.

UNIT-11: Contract Labour Act,1986

Introduction, Constitutional Prohibition, Concepts and Definitions, Object of the Act, Scope and Application of the Act, Registration of Establishment Employing Contract Labour, Licencing, Prohibition of

Employment of Contract Labour, Advisory Boards, Obligation to Provide Certain Amenities to Workers, Obligations of Principal Employers Regarding Payment of Wages, Prohibition Regarding Employment of Female Workers during Certain Hours, Duty to Maintain Prescribed Registers and Records, power to Remove Difficulties, Enforcement.

UNIT-12: Contract Labour Act, 1986

Introduction, Efforts made at International Level, National Child Labour Policy, Constitutional Prohibitions, Prohibition and Regulation of Child Labour under 1986-Act.

III. Industrial Relations Laws

UNIT-13: The Trade Unions Act, 1926

Introduction, Scope and Coverage, Administration, Registration of Trade Unions, Cancellation of Registration, Dissolution of Trade Unions, Penalties, Obligations of Registered Trade Unions, Rights of Registered Trade Unions, General Remarks.

UNIT-14: The Industrial Disputes Act, 1947-I

Introduction, The Principal Objectives of the Act, Scope and Coverage, Measures for Prevention of Conflicts and Disputes, Machinery for Investigation and Settlement of Disputes, Conciliation, Voluntary Arbitration, Adjudication, Awards of Labour Courts and Industrial Tribunals, Protection of Workmen during Pendency of Proceedings. Powers of Labour Courts and Industrial Tribunals, Effectiveness of Adjudication Machinery.

UNIT-15: The Industrial Disputes Act, 1947-II

Introduction, Notice of Change in Employment Conditions, Protection of Workmen During Pendency of Proceedings, Strikes and Lock-Outs, Lay-off Compensation, Retrenchment Compensation, Procedures for Retrenchment, Compensation to Workmen in Case of Transfer of Undertakings, Closure, Re-opening of Closed Undertakings, Unfair Labour Practices, Recovery of Money due from Employer, Representation of Parties, Powers of Exemption, Penalties.

UNIT-16: Industrial employment Act, 1946

Introduction, Object, Scope and Coverage, Concept and nature of Standing Orders, Certification Process, Date of Operation of Standing Orders, Register of Standing Orders, Posting of Standing Orders, Duration and Modification of Standing Orders, Payment of Subsistence Allowance, Powers of Certifying Officers and Appellate Authority, Oral Evidence in Contradiction of Standing Orders not Admissible, Temporary Application of Model Standing Orders, Penalties and Procedure, Interpretation of Standing Orders, Power to Make Rules, The Schedule to the Act.

UNIT-17: Industrial Discipline and Misconduct

Industrial Discipline, Misconduct.

UNIT-18: Domestic Enquiry

Concept of Domestic Enquiry, The Processes of Domestic Enquiry, Choice of the Enquiry officers, Notice of Enquiry and its Service, Choice of Prosecution and presenting Officer, Assistance to the Delinquent Workers, other Facilities, Enquiry Proper, Findings, Imposition of Punishment, Communication of the Order of Punishment, Inventory by Courts.

IV. Wages And Labour Laws

UNIT-19: Minimum Wages Act, 1948

Introduction, Minimum Wages and ILO, Fixation of Minimum Wages in India, Minimum Wages Act, 1948, Scope and Coverage of the Act, Definitions, Fixation and Revision of Minimum Wages, Minimum Rates of Wages, Advisory Boards, Payment of Minimum Rates of Wages, Fixing Hours for a Normal Working Day, rates of Overtime, Enforcement of the Act, Authority for Hearing and Deciding Claims, Powers of the Government, General Remarks.

UNIT-20: Payment of Wages Act, 1936

Introduction, Responsibility for Payment of Wages, Duration from Wages, Inspectors and Their Powers, Appointment of Competent Authority, Who May File Application and When, Procedure and directions, Recovery of Amount, Appeals, Payment of Wages in Case of Death, Power to Make Rules.

UNIT-21: Payment of Bonus Act, 1965

Introduction, Concept of Bonus, L.A.T. or Full Bench Bonus Formula, Bonus Commission, Enactment of

Payment of Bonus Act, 1965, Eligibility for Bonus, Computation of Gross Profits in Banking and other Companies, Determination of Available Surplus, Sums Deductible from Gross Profit, Calculation of Direct Tax Payable by the Employer, Allocable Surplus, Special Provisions with Respect to Certain establishments, Presumption about Accuracy of Balance Sheet and Profit and Loss Account of Corporations and Companies.

UNIT-22: Equal Remuneration Act, 1976

Introduction, Payment of Remuneration at Equal rates to Men and Women Workers, No Discrimination to be Made while Recruiting Men and Women Workers, Advisory Committee, Appointment of Authorities for Hearing and Deciding Claims and Complaints, Penalties, Offences by Companies Powers to Make Rules, Powers to Make Declaration, Powers to Remove Difficulties.

V. Laws for Labour Welfare and Social Security

UNIT-23: Social Security Legislation : An overview

Introduction, Problems and Prospects.

UNIT-24: The Workmen's Compensation Act, 1923

Genesis of the Act, Object of the Act, Scope and Coverage, Definitions, Distribution of Compensation, Authority, Contracting Out, Claims and Appeals, Administration, Schedule IV, Case Law.

UNIT-25: The Employee's State Insurance Act, 1948

Genesis of the Act, Applicability of the Act. Definitions, Contributions, Registration, Administration, Benefits, Restrictions, Protection, Penalties and Damages, Miscellaneous, Case Law.

UNIT-26: The Maternity Benefit Act, 1961

Genesis of the Act, Applicability of the Act, Benefits, Restrictions on Employment, Forfeiture, Miscellaneous, Administration, Case Law.

UNIT-27: The Employee's Provident Funds and Miscellaneous Provisions Act, 1952

Genesis of the Act, Object of the Act, Applicability of the Act, Definitions, The Employees' Provident Fund Scheme, 1952, The Employees' Deposit-Linked Insurance Scheme, 1976, Damages and Penalties, Administration, Case Law.

UNIT-28: The Payment of Gratuity Act, 1972

Genesis of the Act, Object of the Act, Applicability, Definitions, Payment of Gratuity, Forfeiture, Exemption, Nomination, Settlement of Claims, Offences and Penalties, Miscellaneous, Case Law.

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MS-21

SOCIAL PROCESS AND BEHAVIORAL ISSUES

I. Social Process And Issues

UNIT-1: Indian Environment: The Changing Scenario

Introduction, Historical Perspective, The Dual History of India, Challenges for Organizations.

UNIT-2: Social Issues and Organizational Relevance

Introduction, Social Issues, Paradigm Shift, Changes in Social Institutions, Organizational Relevance.

UNIT -3: Organisational Value and Work Ethics

Introduction, Vision, Values and Attitudes, Adherence to Core Values, Value Actualisation, Globalisation and Core Values, Work Ethics, Corporate Governanca, Corporate Governanca and Business Etics.

II. Intra Personal Processes

UNIT-4: Understanding Human Behaviour

Introduction, Models to Understand Human Behaviour, Implications for the Organisation, Personality, Determinants of personality, Type and Behaviour, Implications for the Organisation, Personality, Determinants of Personality, Type and Trait Approachs to Personality, Theories of Personality, Importance of Personality, Attitudes, Attitudes and Organisation, Values, Socialisation's influence on personality, Values and Attitudes, Schein Socialisation Model.

UNIT-5: Perception

Introduction, Perceptual Selectivity and Perceptual Organisation, Perceptual Sets and Perceptual Worlds, Halo Effect and Stereotyping, Attributions, Perception, Interpersonal Perception, Perception and its Application in Organisations.

UNIT-6: Learning

Introduction, What is Learning?, Approaches to Learning, Training(Transfer of Learning), Behaviour Modification Technique, Behaviour Modification versus Socialisation, Learning Organisation, Knowledge Management.

UNIT-7: Motivation

Introduction, Evolution of the Concept of Motivation, Some Important Theories of Motivation in the Organisational Context, How Can I Motivate People?, Motivates and Managerial Behaviour.

UNIT-8: Human Emotions at Work

Introduction, What are Emotions?, Emotions versus Temperament, Relationship among Emotion, Motivation and Attitudes, Dimensions of Emotions, Emotional Expression, Managing Emotions at Work, Can Emotional Intelligence be Learned?.

UNIT-III: Interpersonal Processes

UNIT-9: Interpersonal Issues, Communication and Conflict

Interpersonal Relations, Factors Effecting Interpersonal Relations, Towards Enhanced Interpersonal Relations, Communications, Barriers to Communication, Effective Communication, Interpersonal Conflicts.

UNIT-10: Counseling Process

Introduction, Basics of Counselling, Salient Features of Counselling, Qualities of an Effective Helper/Counselor, Counselling Outcomes, Process Goals in Counselling, The Basic Conditions of Counselling, Counselling in Organisations, Ethical Issues in Counselling organizations, Training for Counselling Who Work in Organisations.

UNIT-11: Behaviour Modification

Introduction, Behaviour Modification in Organisations, Methods of the Behaviour Management and Change, Business and Industrial Applications, Transitional Contingency Contracting and the Premack Principle in Business, A Skill Training Approach, Training Format in Industrial Behaviour Modification, Ethics of Behaviour Modification.

UNIT-12: Persuasion

Introduction, Meaning of Persuasion, Theory of Persuasion, Importance (Power) of Persuasion, Process of Persuasion, How to Persuade.

IV.Group and Inter-Group Processes

UNIT-13: Group Formation and Group Processes

Introduction, Nature of Groups, Reasons for Group Formation, Control Mechanism of Groups, Group Decision-Making, Communication Pattern in Groups, Group Effectiveness.

UNIT-14: Group Dynamics

Introduction, Models of Group Development, Sociometry, More Tools for Observation and Analysis of Groups, Various Roles in Group Process, Group Process, Inter-Group Process, Improving Group Process.

UNIT-15: Leading and Building Teams

Introduction, Why Teams?, Group and Teams, Types of Teams, Building Effective Teams, Teams Effectiveness and Team Sustenance, Leadership in Team Building.

UNIT-16: Conflict Resolution

Introduction, Conflict, Conflicts, Sources of Conflict, Conflict Process, Styles of Conflicts Management.

V. Organisational Processes

UNIT-17: Power Dynamics

Introduction, Concepts of power, Differentiating Power from Authority and Influence, Sources of Power, The Bases of Power, Using Power Ethically, The Dynamics of Power.

UNIT-18: Political Processes

Introduction, Why are Organisations Political?, Political Perspective of Organisations, Politics as a

means of Resolving Conflicting Interests, How to Play Politics?, Influencing The Decision Process and Design, Power and Hierarchy in Organisation, How to Recognise Political Tactics, Is Political Behaviour Ethical?, Is Political Inevitable?.

UNIT-19: Learning Organisations

Introduction, Concept and Definition, Learning Organisation, Characteristics of learning Organisation, Application of Learning in Organisation, Learning Disabilities, Developing the Learning Organisation, Facilitating and Hindering Factors.

UNIT-20: Cross Cultural Issues

Introduction, Cultural Differences and Similarities, Behaviour in Global Perspective, Cultural Shock, Managerial Responses, Decision Making Across Cultures, Motivation Across Cultures, Rewards Across Cultures, Leadership Across Cultures, Power and Conflict Across Cultures, Communication Across Cultures, Environment Across Cultures, Organisations Structures and Technology Across Cultures, Cross-Cultural Training.

UNIT-21: Organisational Culture

Introduction, Concept of Organisational Culture, Key Terms Used, Role of Culture, Developing Organisational Culture, types of Organisational Culture, Strategic and Cultural Values, Cultural Change, Corporate Culture, Work Culture.

MS-22

Human Resource Development

I. HRD: Concept and System

UNIT-1: The Process and System of HRD

The Concept of HRD, Value-Anchored HRD Process, HRD System and Sub-System, Changing Boundaries of HRD, HRD Trends in Asia.

UNIT-2: Career System

The Concept of a Career, A Career Development Perspective, Career Transitions and Choices, Cognitive Age, Job Transitions and Career Concerns, What People Want in Their Careers?, Different Career Paths, Career Problems, Individual Strategies for Career Development, Organisational Strategies for Career Development, Making Decisions, Learning Applications Activities.

UNIT -3: Competency Mapping

The Need for Competency Mapping, What is Competency?, History of Competencies, Who Identifies Competencies?, What Methodology is Used?, How are They Identified, What Language to Used?, Who Can Do It?, Some Tips on How to Do It.

UNIT-4: Performance Management System

Introduction, Performance Management, The Performance and Profit, Systems Theory and Human Performance, Historical perspective of Behaviourism in Business and Industry, Behaviour, Performance and Management, Personality, Behaviour and Performance, Motivation, Behaviour and Performance, Seeking High Impact Areas for Improvement, Analysing Human Performance, The ABC's of Behaviour and Performance, Performance Management Centre, Major Methods and Movements to Increase Organisational Performance, Performance Management, From Performance Appraisal to Performance Management, Performance Management.

UNIT-5: Coaching and Mentoring

The Concept and Objectives of Coaching and Mentoring, The Basic Process of Coaching and Mentoring, The Process of Mentoring.

UNIT-6: Development System

The Changing Business Environment, The Three "Ss" of the Organisational Development, Formulation of The

OD Plan, Developing Business Ethics, Systems of Training and The Organisational Development, Culture with Reference to OD System, Structure and OD System, Competency Based OD.

II. HRD Systems And Profession

UNIT-7: Reward System

Introduction, The Objectives of Compensation, Compensation System, Psychological Basis of Rewards, Designing Reward System, Whom to Reward?, What to Reward?, How to Reward?, How To Assess?, About Punishment.

UNIT-8: Self Renewal System

Introduction, Organisational Development(OD), Operational Goals of OD, Conditions for OD Success, Phases of Organisational Development, Some Guidelines For Conducting OD, OD Interventions, Action Research, Development of Internal Self- renewal Facilitators, Research In HRS.

UNIT-9: HRD For Workers

Rationale Underlying HRD for Workers, HRD for Workers, Managing Generation of Workers, Empowerment, Cross Functional Teams, Reorganisation of Works, Training, Counselling, Role of Trade Unions, Operationalising HRD for Workers.

UNIT-10: Professionalisation of HRD

Introduction, What is a Profession?, Profession and Occupation, Characteristics of Profession, HRD Profession and Professionalism in India, Has Indian HRD Attended the Status of a Profession?.

UNIT-11: HRD Strategies and Experiences

Introduction, Larsen and Toubro Ltd.(L and T), Crompton Greaves Ltd.(CGL), L & T Construction Group, Jyoti Ltd., TVS Iyenger & sons, Voltas Ltd., Sundaram Fasteners Ltd.(SFL), Bharat Earth Movers Ltd.(BEML), OD in BHEL, Bhopal, Bank of Baroda(BOB), State Bank of India(SBI), State Bank of Patiala(SBP), Indian Oil Corporation(IOC), Steel Authority of India Ltd.(SAIL), HRD Instruments & Sub-Systems, HRD Processes & Outcomes, Future Directions, Indian HRD.

UNIT-III: Comparative HRD

UNIT-12: HRD in The Government & Public System

Rule of HRD in Government, Contextual Factors, Basic Objectives of HRD in Government System, Role Set of Government Administration System, HRD Development System, Current System of HRD in Government, A new Approach to an Integrated HRD System in Government Administration.

UNIT-13: HRD in Health Sector

Introduction, A Contextual Understanding of National Population Policy & Human Resources for Health, What Does Development & Management of Human Resources Mean?, Human Resource Planning, Selection, Recruitment, Introduction Training Programme, Training, Other HRM Functions, Continuing Medical Education(CME), Performance Appraisal, Rewards & Punishment, Transfers.

UNIT-14: HRD in Other Sectors(Defence, Policy, Voluntary Organisations & PanchayatyRaj Institutions)

Introduction, Contextual Background, HRD in the Defence Services, HRD in Police Administration, HRD in PanchayatyRaj Institutions & Rural Development, HRD in Voluntary Organisation.

UNIT-15: International Experience of HRD

HRD in USA & Other Countries, HRD Concerns of Practitioners in The USA & the Other Countries, International Research Concerns in HRD, Professional Development of HRD Professional in USA, International Theory Building in HRD, Replacement of HRD managers By Chief Knowledge managers & Chief Learning Managers, HRD Trends & Challenges in Asia.

IV. HRD Issues and Experiences

UNIT-16: HRD Audit

Why HRD Audit?, Methodology of HRD audit, Concept of HRD Audit, Methodology of HRD Audit, Preparation for the Audit, HRD Score Card, HRD Audit as an OD Intervention, HRD Audit Failures, Results of a search Study, Current Status of HRD Audit in India.

UNIT-17: Multi Source Feedback System

Introduction, Objectives of 360 Degree Feedback or Multi-source Feedback and Assessment Feedback Systems(MAFS), Advantages of the 360 Degree or MAFS, Pre-requisites for Participation in 360 Degree Feedbacks, RSDQ Model of 360 Degree Feedback, Effectiveness of 360 Degree Feedback, 360 Degree Profile of MR.A, Some Other

Model of 360 Degree Feedback, How to Prepare For Implementing 360 Degree Feedback?.

UNIT-18: Knowledge Management

Introduction, Knowledge Management, Knowledge Management in Organization.

UNIT-19: Technology & HRD

Definition of HRD, HRD Philosophy, Aims of HRD, Characteristics Features, HRD Activities, The Nature And Allocation of Work, Technology of Work, Meaning The Technological Change in Work Organisation, Relating HRD & Technological Changes, Developing the Change Mindset.

UNIT-20: Diversity Management

Introduction, Culture of Diversity, Idologies of About Diversity, Ethnocentrism, Work Socialisation & Organisation Level as Work Force Diversity Level, A Theoretical Model For the Structure of Diversity, Defining the Significant Concept of The Model, Diversity, Power & Mentorship in Organisation, Diversity and Power, Human Resource Systems to manage Diversity.

UNIT-21: Managing Globalization

Introduction, Definition of Globalisation, Global Corporations, Making Globalisation Work, What is Organisational Structure?, Becoming Global, Implementing a Multi-Domestic Strategy, Implementing International Strategy, Implementing Global Strategy, Implementing Transnational Strategy.

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MS-23

Human Resource Planning

I. Basics of Human Resource Planning

UNIT-1: Introduction to HRP System: The Emerging Concept

Introduction, Why is Human Resource Planning Important?, Meaning and Definition of HRP, Need for Planning, Types of Plans, The Planning Process, Forecasting Techniques, Examining External and Internal Issues, Determining Future Organisational Capabilities, Determining Future Organisational Needs, Implementing Human Resource Programmes to Address Anticipated Problems, Role of HRP Professionals, Barriers to HRP.

UNIT-2: Process and Functions of Human Resource Planning(HRP)

Concepts and Process of HRP, Preliminaries to Review, Manning Standards and Utilization, HR Information Systems, HR Inventory and Analysis, HR Supply Planning, HR Control and Audit, Management HR Planning, Application to Individual Decisions.

UNIT-3: Methods and Techniques of Demand Management

Introduction, HR Forecasting, Forecasting Demand for Employees, Issues in Demand Forecasting, Forecasting Techniques, Other Forecasting Methods, Creation of a HR/Staffing Plan.

UNIT-4: Methods and Techniques- Supply Management

Introduction, Human Resource Inventory, Factors Affecting Internal Levels, Employee Turnover Analysis, The Cohort Method, The Census Method, Markov Chain, Renewal Models.

UNIT-5: Contemporary Trends in Managing Demand and Supply

Introduction, Emerging Organisational Structures, Transformations at the Workplace, Flexible Workforce, Building a Culture, Performance Appraisal, Compensation and Benefits, Dealing with Relocations and Redundancies, Human Resource Measures and Demand, Trends in Labour Supply, Trends in Labour Demand.

II. Approaches To Analysing Job

UNIT-6: Job Analysis

Introduction, Job Analysis, Some Considerations, Method of Collecting Information, Job Analysis: Process, Steps in the Job Analysis Process, Job Description, Design of Job Description, Uses of Job Description, Job Specification.

UNIT-7: Changing Nature of Roles

Introduction, Role Description, Kinds of Roles, Need for Role Descriptions, Use of Role Descriptions, Changing Roles, The Changing World of Work, Factors Contributing to Role Changes, Role Expectations.

UNIT-8: Job Evaluation Concepts and Methods

Introduction, Job Evaluation, Objectives of Job Evaluation, Assumptions in Job Evaluation, Methods of Job Evaluation, Recent Developments in Job Evaluation.

UNIT-9: Competency Approaches to Job Analysis

Introduction, What is Competency Approach, How is it Used by Organisations, The Benefits of the Competency Approach, Competency Mapping, Approaches to Competency Mapping.

III. Key HR Practices

UNIT-10: Recruitment

Introduction, Recruitment Function, Recruitment Purpose, Recruitment Policy, Sources of Manpower Supply, Methods and Techniques of Recruitment, Executive Search, Assessment and Improvement of Recruiting.

UNIT-11: Selection

Introduction, Selection Process, Selection Procedures, Selection Tests, Test Construction, Interview, Physical Examination, Reference Checks, Placement Processes, Placement, Exit Interviews, Retention.

UNIT-12: Dislocation and Relocation of Employees

Introduction, When Dislocation Occurs, Coping With Dislocated Employee, Helping the Dislocated Employee.

UNIT-13: Orientation

Introduction, Orientation Objectives, Why Orientation?, Orientation Policy, Orientation Contents, Orientation Responsibilities, Orientation Programme, Orientation Checklist, Orientation Evaluation.

UNIT-14: Career and Succession Planning

Introduction, Aim and Objectives of Career Planning, Career Planning Process, Career Structure, Benefits of Career Planning, Career Planning, What People Want from their Carriers?, Career Planning Programmes, Facilitating Career Planning, Responsibilities in Career Development, Evaluating Career Management, Succession Planning.

UNIT-15: Performance and potential Appraisal

Introduction, Objectives of Performance Appraisal, Planning the Appraisal, Approaches to Performance Appraisal, Components of Performance Appraisal, Types of Performance Appraisal, Concerns and Issues in Appraisal, Steps in Appraisal Programme, Methods of Performance Appraisal, Errors in Performance Appraisal, Potential Appraisal, Self Appraisal, Performance Appraisal Assessment, Performance Appraisal Guidelines, Performance Appraisal In Practice, Performance Review and Feedback, Strategies to Improve Performance.

UNIT-16: Human Resource Information Systems

Introduction, Concepts of HRIS, Technology Shifts and HRIS, Effectiveness of HRIS, Designing and Implementing an HRIS, HRIS as a Tool, Prerequisites for Introduction of a Transformational HRIS, HRIS Leadership.

UNIT-17: Human Resource Audit

Introduction, Concepts of Human Resource Audit, Need of HR Audit, The Scope of HR Audit, The Frequency of HR Audit, Conducting HR Audit, Audit Process, Techniques in HR Audit.

UNIT-18: Human Resource Accounting

Introduction, What is HRA?, Historical Development of HRA, Information Management for HRA, Measurement in HRA, The Cost Approach, The Economic Value Approach, The Non-Monetary Value Based Approaches, Measurements of Group Value.

MANAGING CHANGE IN ORGANISATIONS

I. CONCEPT OF MANAGING CHANGE

UNIT-1: Understanding Change

Introduction, Developing the Change Mindset, Some Key Change Theme, Categories of Business Change, Triggers for Change, Creating the Future.

UNIT-2: Types of Change

Introduction, Focus on the Individual, Focus on the Role, Focus on Teams, Focus On The Organisation, Types of Change, Turnaround Management, Planned Change, Work Redesign as a Technique of Planned Organisation Change, Change: The Challenge of Transformation.

UNIT-3: Factors Critical to Change

Introduction, The Axis of Organisational Change, What Makes Excellent Companies Tick?, The Emergence of Humanistic Philosophy in Management of Change and Organisations, Facilitation of Planned Change, The "Relational and Natural-System" Models of Organisational Analysis Related to Change, Organisation Development, Action, Research and The Intervention Model.

UNIT-4: Organisational Culture and Change: Cross Cultural Experiences

Introduction, A Formal Definition of Organisational Change, Organisational Culture and Organisational Change, The Need for Indegenous Management in Developing Countries, Characterisation of Environments Developed and Developing Countries, The Emergence of Indigenization and The Change Process, Indigenization and The Complexity of Management of Change, Strategic Behaviour of Strategic Developmental Organizations, Closing Cultural Gaps.

II. FORMS OF ORGANIZATIONAL CHANGE

UNIT-5: Emerging Organizational Forms and Structures

Introduction, 21st Century Organisational Trends, Organisational Design, Organisation Structure, Different Types of Organisation Structure, Amoeba: Shaped Organisation, Vertical/Tall Organisations, Horizontal/Flat Organisation, Inverted Pyramid, Orchestra, Cluster Organisation, Virtual Organisation, Matrix Organisation, Functional Organisation Structure, Product Organisation Structure.

UNIT-6: Mergers and Acquisitions

Introduction, History of Mergers, Concepts, Types of Mergers, Reasons, Purpose of Merger and Acquisition, Role of Agencies, Legal Provisions, Alternatives to Mergers and Acquisitions.

UNIT-7: Turn Around Management

Introduction, Concept, Kinds of Turnaround Situation, Steps Involved in Turnaround Management, Examples of Activities in Major Turnaround Situations, ategories of Turnaround Management, Turnaround in Different Contexts.

UNIT-8: Process Based Change

Introduction, Reasons for the Process Change, The Process to Manage the Change.

UNIT-9: Group Based Approaches To Change

Introduction, Different Group Approaches to Change, Other Large Group Approaches.

III. DIAGNOSIS AND INTERVENTION

UNIT-10: Organisational Diagnosis: issues and Concepts

Introduction, Diagnosis, Organisational Diagnosis, Diagnostics, Theory in Action, Lead for Effective Organisational Diagnosis, Organisational Diagnosis: Process, Interpretation and Method, Phases in Diagnosis, Interpretation, Methods.

UNIT-11: Diagnostic Methodology: Quantitative and Qualitative

Introduction, Open Systems Analysis, Key Features of The Model, The Model as a Diagnostic Guide, Weisbord's Six Box Model, Porra's Stream Analysis, Diagnosis of The Methods of Diagnosis.

UNIT-12: Interventions In Organisational Change

Introduction, Focus On Intervention, Intergroup Intervention, Personal, Interpersonal and Group Process Intervention, Comprehensive Intervention, Structural Intervention.

UNIT-13: Evaluation of Organisational Change

Introduction, Approaches to Evaluating Change, Purpose of Context of Evaluation, Evaluation and Action Research Approach, Purpose of Evaluation and Strategies, Data Gathering Techniques, Data Analysis and Feedback.

IV. ROLE OF CHANGE AGENT

UNIT-14: Key Roles In Managing Change

Introduction, Major of Change, Key Roles in Managing Change, Other Forces of Change, Role of Change Agents.

UNIT-15: Skills For Managing Change

Scanning the Environment, Diagnosing the Organisation's Capability, Organising For Change, Formulating a Strategy, Leveraging Structure, Leveraging Systems, Reward Systems, Systems For Career Development, Communication Systems, Cultural Changed as a Lever, Skills Required for the Role Change Agent, Role of HRD in Managing Change.

UNIT-16: Managing Resistance To Change

Nature Of Resistance, Reasons for Resistance, Sources of Individual Resistance, Sources of Organizational Resistance, Types of Resistance, Implications of Resistance, Organizational Culture, Methods of Handling Resistance, Techniques of Managing Resistance.

UNIT-17: Role of Leadership In Managing Change.

Introduction, Transformational Leadership Skills, Difference Between Transactional and Transformational Leadership, Key Competencies in Change Agents, Leading Change, Understanding That Success Can Be a Paradox, Creating a Learning Organization, How to Make an Organization as Continual Learner, Every manager an Agent Of Change.

UNIT-18: Managing Transition.

Introduction, Transition as a Concept, Rules of Managing Transition, Stages In Transition, Process of Managing Transition, Role of Leader In Managing Transition.

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MS-27

WAGE AND SALARY ADMINISTRATION

I. Compensation-Concept And Context

UNIT-1: Role of Compensation and Rewards in Organisation

Compensation, Indirect Compensation, Role of Compensation, Compensation Structures, The Compensation Programme, Compensation Policy, Issues and Current Trends.

UNIT-2: Economic and Behavioural Issues In Compensation

Introduction, Select Wage Theories and Economic Issues, Behavioural Theories and Relevant Issues.

UNIT-3: Framework of Compensation Policy

Introduction, Macro Policy Framework, Micro Policy Framework, Divergent Perspectives of Management and Labour, Case Approach to Public Sector Pay Revision, Case Study-Wage Revision in NEWS Paper Industry.

II. Legal Framework of Wage and Salary Administration

UNIT-4: Wage Concepts and Definition of Wages Under various Labour Legislation

Wage Concepts, Definition of Wages Under various Labour Legislation.

UNIT-5: Constitutional Perspective, International Labour Standards, And Norms For Wage Determination

Wages, International Labours Standards on Wages, Norms for Fixation of Wages, Wage Revision.

UNIT-6: Law Relating To Payment of Wages and Bonus

Payment of Wages Act 1936, Bonus, Key Words.

UNIT-7: Regulation of Minimum Wages and Equal Remuneration

Minimum wages Act 1948, Fixation of Minimum rates of Wages, Review and Revision of Minimum Wages, M

Fixation/Revision of Minimum Wages, Equal Pay for Equal Work, Key Words.

UNIT-8: Law Relating To Retiral Benefits

Provident Funds and Pension, Gratuity.

III. Compensation Structure and Differentials

UNIT-9: Pay Packet Composition

Introduction, The Concept of Wages, Salary and Pay-Packets, Basic Wage Componet of Paypacket, Dearness Allowance Con Paypacket, Payment By Result or Insentive Payment, Statutory Bonus, Allowances, Fringe Benefits and Social Security, Underst Trends of Pay-Packet.

UNIT-10: Institutional Mechanisms for wage Determination

Introduction, Public Policy and Legal Framework, Unilateral Pay Fixation, Collective Bargaining, Pay Commissions, Wa Adjudication, Exercise.

UNIT-11: Job Evaluation and Internal Equity

Concept of Internal and External Equity, Job Evaluation, Methods and Systems of JE, Job Analysis and Job Description, Link Implementing job Evaluation.

UNIT-12: Extrnal Equity and Pay Surveys

External Equity, Pay and its Components, Fair Pay for Fair Work, Pay Surveys.

IV. Reward System, Incentives and Pay Restructuring

UNIT-13: Design of Performance Linked Reward System

Introduction, Forms and Choice of Performance-linked Reward System, Steps in Designing, Issues and Trends, Integrated Scheme, Designing and Reviewing an Incentive Scheme.

UNIT-14: Incentives for Blue and White Collars

Introduction, Meaning and Definition, Classification of Incentives, Merits and Demerits, Prerequisites of Effective Incentiv Incentive Systems, Wage Incentive Plans, Working of Incentive Schemes.

UNIT-15: Bonus, Profit Sharing and Stock Options

Introduction, Bonus, Profit Sharing, Stock Options.

UNIT-16: Allowances and Benefits

The Need, Basic Wage, Dearness Allowance, Oilier Allowance, Fringe Benefits.

UNIT-17: Downsizing and Voluntary Retirement Scheme

Introduction, Reasons for Downsizing, Voluntary Retirement Schemes, Exercises.

V. Emerging Issues And Trends

UNIT-18: Tax Planning

Introduction, Tax Planning, Tax Planning and Tax Avoidance, Tax Planning for Employee Compensation, Need for Fres Compensation Package.

UNIT-19: Comparative International Compensation

Introduction, Emerging Trends, Limitations of (he Job Related Compensation, Paradox of Performance Related Com Competency Based Compensation.

UNIT-20: Overview of Future Trends in Compensation Management

Introduction, Compensation Issues, Compensation Problems, Compensation Administration, Compensation Criteria, Con Survey, Pay Comparison, Compensation Structure, Compensation Policy, Compensation-Future Trends, Executive Compensation.

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MS-28

LABOUR LAWS

I. Introduction to Labour Legislation

UNIT-1: Philosophy of Labour Laws

Introduction, Approach to Labour Law and Labour Relations, Basis of Labour Relations Law, Constitutional Directives and Limitations to Labour Law, Social Justice and Labour Laws, Public Interest Litigation for Enforcement

of Labour Law, Industrial Adjudication, The Concept and Philosophy of Labour Welfare, Effect of Socio-Economic Conditions of Labour Law.

UNIT-2: Labour Laws, Industrial Relations & Human Resource Development

Introduction, Conceptual Basis, HRD, Labour Laws Orientation.

UNIT-3: Labour Laws -Concept, Origin, Objectives and Classification

The Concept of Labour Legislation, Origin of Labour Legislation, Objectives of Labour Legislation, The Classification of Labour Legislation.

UNIT-4: ILO-International Labour Organisation and Indian Labour

The International Labour Organisation, International Labour Standards, International Labour Standards and their Influence on Indian Labour Legislations.

UNIT-5: Indian Constitution and Labour Legislations

Indian Constitution and Labour Legislations, Preamble of Indian Constitution and Labour Legislations, Fundamental Rights and Labour Legislations, Directive Principles of State Policy and Labour Legislations, Judicial Wisdom of the Courts and Labour Legislations.

UNIT-6: Labour Policy, Emerging Issues and Future Trends

Introduction to Indian Labour Policy, An overview of Labour Policy/Practices, Emerging Issues, Future Guidelines for Labour Policy, Harmonious Understanding between Legislative, Judiciary and Executives.

II. Laws on Working Conditions

UNIT-7: The Factories Act,1948

Historical Development of Factory Legislation, Object of the Act, Scope and Applicability of the Act, Definitions, Approval, Licencing and Registration of factories, The Inspecting Staff, Certifying Surgeons, Health, Safety, Provisions Relating to Hazardous Processes, Welfare of Workers, Working Hours of Adult Workers, Employment of Young Persons, Annual Leave with Wages, Other Features.

UNIT-8: The Mines Act,1952

Development of Mining Legislation, Scope and Coverage, Mining, Administration of the Act, Enforcement of the Act, Health and Safety, Hours and Limitation of Employment, Leave with Wages.

UNIT-9: Shops and Establishments Law

Introduction, Object and Scope, Concept and Definitions, Registration of Establishment, Working Hours, Prohibition of Employment of Child, Young Persons and Women, Opening and Closing Hours of Shops and Commercial Establishments, Close day, Holiday and rest Day, Payment of Wages, Leave, Health and Safety, Dismissal, Enforcement of the Act.

UNIT-10: Plantation Labour Act,1951

Introduction, Scope and Applicability, Definitions, Registration of Plantation, Provisions as to Health, Welfare, Safety Provisions Under the Plantation Labour Act-1951, Working Hour and Limitation of Employment, Leave with Wages, Administration and Enforcement of the Act.

UNIT-11: Contract Labour Act,1986

Introduction, Constitutional Prohibition, Concepts and Definitions, Object of the Act, Scope and Application of the Act, Registration of Establishment Employing Contract Labour, Licencing, Prohibition of Employment of Contract Labour, Advisory Boards, Obligation to Provide Certain Amenities to Workers, Obligations of Principal Employers Regarding Payment of Wages, Prohibition Regarding Employment of Female Workers during Certain Hours, Duty to Maintain Prescribed Registers and Records, power to Remove Difficulties, Enforcement.

UNIT-12: Contract Labour Act,1986

Introduction, Efforts made at International Level, National Child Labour Policy, Constitutional Prohibitions, Prohibition and Regulation of Child Labour under 1986-Act.

III. Industrial Relations Laws

UNIT-13: The Trade Unions Act,1926

Introduction, Scope and Coverage, Administration, Registration of Trade Unions, Cancellation of Registration, Dissolution of Trade Unions, Penalties, Obligations of Registered Trade Unions, Rights of Registered Trade Unions, General Remarks.

UNIT-14: The Industrial Disputes Act, 1947-I

Introduction, The Principal Objectives of the Act, Scope and Coverage, Measures for Prevention of Conflicts and Disputes, Machineries for Investigation and Settlement of Disputes, Conciliation, Voluntary Arbitration, Adjudication, Awards of Labour Courts and Industrial Tribunals, Protection of Workmen during Pendency of Proceedings. Powers of Labour Courts and Industrial Tribunals, Effectiveness of Adjudication Machinery.

UNIT-15: The Industrial Disputes Act, 1947-II

Introduction, Notice of Change in Employment Conditions, Protection of Workmen During Pendency of Proceedings, Strikes and Lock-Outs, Lay-off Compensation, Retrenchment Compensation, Procedures for Retrenchment, ompensation to Workmen in Case of Transfer of Undertakings, Closure, Re-opening of Closed Undertakings, Unfair Labour Practices, Recovery of Money due from Employer, Representation of Parties, Powers of Exemption, Penalties.

UNIT-16: Industrial employment Act, 1946

Introduction, Object, Scope and Coverage, Concept and nature of Standing Orders, Certification Process, Date of Operation of Standing Orders, Register of Standing Orders, Posting of Standing Orders, Duration and Modification of Standing Orders, Payment of Subsistence Allowance, Powers of Certifying Officers and Appellate Authority, Oral Evidence in Contradiction of Standing Orders not Admissible, Temporary Application of Model Standing Orders, Penalties and Procedure, Interpretation of Standing Orders, Power to Make Rules, The Schedule to the Act.

UNIT-17: Industrial Discipline and Misconduct

Industrial Discipline, Misconduct.

UNIT-18: Domestic Enquiry

Concept of Domestic Enquiry, The Processes of Domestic Enquiry, Choice of the Enquiry officers, Notice of Enquiry and its Service, Choice of Prosecution and presenting Officer, Assistance to the Delinquent Workers, other Facilities, Enquiry Proper, Findings, Imposition of Punishment, Communication of the Order of Punishment, Inventory by Courts.

IV. Wages And Labour Laws

UNIT-19: Minimum Wages Act, 1948

Introduction, Minimum Wages and ILO, Fixation of Minimum Wages in India, Minimum Wages Act, 1948, Scope and Coverage of the Act, Definitions, Fixation and Revision of Minimum Wages, Minimum Rates of Wages, Advisory Boards, Payment of Minimum Rates of Wages, Fixing Hours for a Normal Working Day, rates of Overtime, Enforcement of the Act, Authority for Hearing and Deciding Claims, Powers of Hie Government, General Remarks.

UNIT-20: Payment of Wages Act, 1936

Introduction, Responsibility for Payment of Wages, Duration from Wages, Inspectors and Their Powers, Appointment of Competent Authority, Who May File Application and When, Procedure and directions, Recovery of Amount, Appeals, Payment of Wages in Case of Death, Power to Make Rules.

UNIT-21: Payment of Bonus Act, 1965

Introduction, Concept of Bonus, L.A.T. or Full Bench Bonus Formula, Bonus Commission, Enactment of Payment of Bonus Act, 1965, Eligibility for Bonus, Computation of Gross Profits in Banking and other Companies, Determination of Available Surplus, Sums Deductible from Gross Profit, Calculation of Direct Tax Payable by the Employer, Allocable Surplus, Special Provisions with Respect to Certain establishments, Presumption about Accuracy of Balance Sheet and Profit and Loss Account of Corporations and Companies.

UNIT-22: Equal Remuneration Act, 1976

Introduction, Payment of Remuneration at Equal rates to Men and Women Workers, No Discrimination to be Made while Recruiting Men and Women Workers, Advisory Committee, Appointment of Authorities for Hearing and Deciding Claims and Complaints, Penalties, Offences by Companies Powers to Make Rules, Powers to Make Declaration, Powers to Remove Difficulties.

V. Laws for Labour Welfare and Social Security

UNIT-23: Social Security Legislation : An overview

Introduction, Problems and Prospects.

UNIT-24: The Workmen's Compensation Act, 1923

Genesis of the Act, Object of the Act, Scope and Coverage, Definitions, Distribution of Compensation, Authority, Contracting Out, Claims and Appeals, Administration, Schedule IV, Case Law.

UNIT-25: The Employee's State Insurance Act, 1948

Genesis of the Act, Applicability of the Act. Definitions, Contributions, Registration, Administration, Benefits, Restrictions, Protection, Penalties and Damages, Miscellaneous, Case Law.

UNIT-26: The Maternity Benefit Act, 1961

Genesis of the Act, Applicability of the Act, Benefits, Restrictions on Employment, Forfeiture, Miscellaneous, Administration, Case Law.

UNIT-27: The Employee's Provident Funds and Miscellaneous Provisions Act, 1952

Genesis of the Act, Object of the Act, Applicability of the Act, Definitions, The Employees' Provident Fund Scheme, 1952, The Employees' Deposit-Linked Insurance Scheme, 1976, Damages and Penalties, Administration, Case Law.

UNIT-28: The Payment of Gratuity Act, 1972

Genesis of the Act, Object of the Act, Applicability, Definitions, Payment of Gratuity, Forfeiture, Exemption, Nomination, Settlement of Claims, Offences and Penalties, Miscellaneous, Case Law.