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## MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

### OBJECTIVES

The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management, to develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

#### UNIT-I

Meaning, Nature and Scope of Management; Emergence of Management Thought ó Classical, Neo-Classical and Modern Theories; Roles, Skills and Responsibilities of Managers; Universality of Management Principles; Functions of Management; Comparative Management ó Japanese, American and Indian.

#### UNIT-II

Planning and Decision Making ó Process, Premises, Types of Plans; Decision ó Making ó Process, Types of Decisions, Creativity in Decision Making, Techniques; Control ó Process and Techniques.

#### UNIT-III

Organizations ó Meaning, Principles, Types of Organizations; Organizational Behaviour ó Meaning and Scope; Models of OB; Contributing Disciplines to OB: Emerging Challenges for OB: Organizations as Social Systems.

#### UNIT-IV

Foundations of Individual Behaviour; Individual Differences; Basic understanding of Attitudes, perception, Personality, and Learning; Work Motivation ó Theories and Applications; communication ó Process, Forms, Barriers and Effectiveness.

#### UNIT-V

Group Dynamics ó Overview of Groups, Types, Stages, Group Decision ó making; Interpersonal Relationship; Inter ó group Dynamics ó Interactions, Influencing Factors; Leadership Concept, Theories, and Effectiveness.

### SUGGESTED READINGS;

1. Koontz, H. and Welrich, H; Management, Mc Graw Hill, 1995
2. Luthans, F. Organizational Behaviour, McGraw Hill, 1995
3. Robbins, Stephen P, Management, Englewood Cliffs, Prentice Hall Inc, 1996
4. Robbins, Stephen P, Organizational Behaviour; Sultan Chand & Sons, New Delhi, 202.
5. Gregory Moorhead and Ricky W Griffin; Organizational Behaviour ó Managing People and Organizations, Jaico Pub. Ouse, Bombay, 200
6. Stoner, J. et. Al. Management, New Delhi, Prentice Hall of India, 200
7. Prasad, LM; Organizational Behaviour; Sultan Chand & Sons, New Delhi, 202

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

**-I.**

**OBJECTIVE;**

The Objective of course is to make the students familiar with some basic quantitative techniques. The main focus however is in their application in business decision-making.

**Unit-I:**

Management Science: Executive problems, Scope for quantification, Translating Business problems into mathematics, Concept of Limits, Rate of change ó derivatives and finite difference (simple problems) First Differential of a monomial.  $x+y$ ,  $x$ ,  $x y$  types. Concept of Maxima and Minima.

**Unit-II:**

Graphical and Tabular representation: Concept of a function, Role of functional analysis in business, inequalities and their representation on graphs, Concept of Interrelation ó Continuous functions. Integration of Simple function ó problems, differentiation under the integral signs.

**Unit-III:**

Frequency distribution and their Analysis ó measures of Central Tendency, Measures of dispersion. Probability theory and Probability distributions ó Binomial, Normal and Poisson.

**Unit-IV:**

Estimation ó Point Estimation and Internal Estimation

Hypothesis Testing ó One Sample test, two sample test, Z test, t-test, Chiö Sq. test.

Simple Regression and Correlation: Estimation using Regression line, Correlation Analysis Introduction to Multiple and Partial correlation.

**Unit-V:**

Time Series:

Variations in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation.

Index Numbers:-

Unweighted Aggregate. Weighted Aggregate. Weighted Aggregated Index, Average of Relative methods, Quantity and Value Indices.

**References:**

1. Dean, Sasieni, Gupta Mathematics for modern Management
2. M. Rathrachri Mathematics for Management
3. M. P. Gupta & S. P. Gupta Business Statistics.
4. Richard I Laviw & David S. Rubin Statistics for Management
5. S. P. Gupta Statistical Methods.

**COURSE NO. 103**

**MANAGERIAL ECONOMICS**

**OBJECTIVE OF THE COURSE:**

The objective of this course is to make the students conversant with such basic concepts and tools of economic analysis, which have an important bearing on managerial decision-making, which would enable the students to understand the economic forces governing industry and business. The main purpose of the subject is to acquaint the students with the basic concepts and tools of micro-economic analysis which have managerial application. At the same time the students are expected to be familiar with the economic system within which the decisions are taken:

**Unit-I**

**THE BACKGROUND:-**

The economic background to management: Economics as discipline, the economic problems, the circular flow of economic activities, functions of economic system and the role of price mechanism. The business firm and its objective:-

**References:**

1. L. Robbins:- An Essay on the Nature and Significance of economic Science, Chapters-II & III
2. Christopher:- Savagte and John R. Small: Introduction to Managerial Economics, Chapters I & II.
3. Leftwich Price System and Resources Allocation.

**Unit-II**

**INTRODUCTION:-**

The Scope and Methods of Managerial Economics, The Five Fundamental Concepts of The Incremental Concept, Incrementalism and Marginalism, The concept of Time Perspective, The Discounting Principle. The Opportunity Cost Concept. The Equimarginal Principle.

**REFERENCES:-**

W.W. Haynes` V. L. Mote and S. Paul: Managerial Economics, Analysis and Cases. Chapter-I and II.

**Unit-III:**

**DEMAND ANALYSIS:**

The Elementary Economics and Demand, Law of Demand, The Elasticity of Demand Price Elasticity of Demand, Income Elasticity of Cross-Elasticity of Demand, Promotional Elasticity of Demand , Demand Forecasting; Approaches to Forecasting, Forecasting Methods.

**References:**

1. Haynas, Mote and Paul, op. cit, Chapters 4 & 5.
2. Joel Dean, Managerial Economics, Chapter 4.
3. Christopher 1. Savages and John R. Smali op. cit, Chapter 8.



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Fixed and variable costs and other cost classifications. Accounting costs and Economics Costs. Break-even chart. Construction, Limitations and Applications of Theoretical Cost Functions and their Managerial Users.

**References:**

1. Haynas, Mote Paul. Op. Cit., Chapters 7 & 8.
2. D. C. Hauge, Managerial Economics Analysis for Business Decisions, Chapters 5.
3. W. Reuteenstrauch and R. Willers, The Economics of Industrial Management, Second Edition, 1968, Chapter-XII.

**Unit-V:**

**PRICING:-**

Price Determination, Methods of Pricing: Cost Plus Pricing, Target Pricing, Differential Pricing, Bid Pricing Product Line Pricing, and Psychological Aspects of Pricing.

Pricing in various markets: Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.

**REFERENCES:-**

1. K. P. M. Sunderam:- Indian Economy.
2. K.K. David:- Indian Economy
3. D.C. Hauge: Managerial Economics, Analysis for Business Decisions.
4. Ravindra H. Dholakia & Ajay N. Oza:- Micro Economics for Management Students.
5. H. Cfraig Petersen W. CrisLewis:- Managerial Economics.



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## ENVIRONMENT.

### COURSE CONTENTS.

#### UNIT-I:

1. System Approach to Management, Open Systems Approach, Strategic Planning, Need for Environmental Scanning, Different Aspects of Business Environment.
2. History of Indian Business, Medieval and Modern Era, Contemporary Business Scene in India.

#### UNIT-II:

3. State and Markets, Changing Government & Business Relationship, Liberalization and Globalization.
4. Changes in Company, Anti-Trust Foreign Investment and Labour Laws.

#### UNIT-III:

5. Economic Policy, Industrial, Fiscal and Monetary Policies, Business Support Systems and Financial Structure of Indian Economy.
6. Social Change in India, Urbanization, Middle Class Revolution, Caste and Communal Tensions, Indian Psyche Gender and Social Inequalities, Indian Cultural Ethos and Global Culture, Westernization and Sanskritisation.

#### UNIT-IV:

7. Business and Politics in India, Centre-State Relationships and other Constitutional Problems related to Business, Fundamental Rights and Directive Principles.
8. Technological Environment, Patenting Laws-National and International R. & D. Scene, Technology Transfer from Lab. To Industry and Internationally. Information Technology Environment.

#### UNIT-V:

9. Multinational Corporations, Public Sector and Privatization, Attracting Foreign Investment, MNCs and Nation States, WTO.
10. Future outlook for society, Polity and Economy Business in 21<sup>st</sup> Century, ecology and Sustainable Development.



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## VALUES

### PURPOSE

The purpose of this course is to familiarize the students with the Indian work ethos, values and styles of management. Further the students will be helped to develop their inner and outer capability to face the challenges with equanimity.

### UNIT-I

Concept of Values; Types of Values; Human Values in Management; Relevance of Values in Modern Management; Values for Managers.

### UNIT-II

Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

### UNIT-III

Indian Insights into TQM; Work Ethos; Indian Culture and Spirituality ó Lessons for Management.

### UNIT-IV

Techniques for improving inner capacity ó Meditation, Yoga, Silent Sitting and Singing; Spirituality and work;

### UNIT-V

Dominant Indian Values and Organizational Effectiveness; Need for Values in Global Change ó Indian Perspective: Teaching Ethics in Management Schools.

### SUGGESTED READINGS

1. Chakraborty, S. K. Foundations of Managerial Work ó Contributions from Indian Thought, Himalayan Publishing House, New Delhi, 1998.
2. Chakraborty, S. K. Managerial Effectiveness and Quality of Work Life ó Indian Insights, Tata Mc Graw Hill Publishing Company, New Delhi, 1987.
3. Chakraborty, S. K. Management by Values ó Towards Cultural Congruence, Oxford University Press, New Delhi, 1992.
4. Ananta K. Giri values, Ethics and Business; Rawat Publications, Jaipur, 1998.
5. Education in Values ó A Source Book; NCERT, New Delhi, 1992.
6. Sri Aurobindo: The Messages of the Gita.
7. Different Issues of Journal of Human Values.
8. Kaushal S.L. ó Business Ethics, Deep and Deep Publications, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.



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## ACCOUNTING FOR MANAGERS

### UNIT-I

Accounting and its functions, Concepts and Conventions in Accounting. Accounting Cycle. Double Entry System. Books of Original Entry, Ledger Posting & Balancing. Cash Book, (Columnner) Sales Book, Purchase Book.

### UNIT-II

Trial Balance and Preparation of Final Accounts (including manufacturing account) relating to Sole Proprietor. Elementary Introduction of Final Accounts of a company.

### UNIT-III

Depreciation, Concepts, Methods of Changing Depreciation.

### UNIT-IV

Ratio Analysis.

### UNIT-V

Fund Flow Statement.

### SUGGESTED READINGS;

1. M.C. Shukla T. S. Gfrewal - Advanced Accountancy
2. R. R. Gupta - Advanced Financial Accounting.
3. S. N. Maheshwari - Fundamental of Accounting
4. Chester R., Wasson, Managerial Economics Text and Cases, 1996, Chapter-5.
5. Haynes, Mote & Paul. Op. Cit., Chapter 12, 13.
6. D. C. Hauge, Op. Cit. Chapter-13.

(Problems and Cases to be announced in the class-room).





## IN MANAGEMENT

Objective.

The main aim is to introduce the students with the computer, its applications, and logic development for programming and application softwares used in the different offices.

### COMPUTER FUNDAMENTALS:

History of Computers, Classification of Computers, Simple Model of a Computer, Input/Output Devices, Memory Devices, Software & Hardware, Representation of numbers within the Computer, Computer Languages: Machine Language, Assembly Language, High Level Languages; Programme Translators, Compiler, Assembler, Interpreter; Data Storage; Fields, Records, Files and File Organizations; Concept of Operating System and their types.

### LOGIC DEVELOPMENT

Basic and complex flow charts, Types of decision tables, Number of problems based on Flow Charts and decision tables.

### MODES OF DATA PROCESSING AND SOFTWARE DEVELOPMENT PROCESS

Computer software system, software development cycle, file design & report design, data files types and organization, master and transaction files, relevance of Data Base Management Systems and Integration of Applications, Data hierarchy, and data file structure, Role of DBA.

### COMPUTER NETWORKS AND INTERNET

Goals and Objectives of Computer Networks, Topologies, applications, ISO-OSI Protocol, TCP/IP: Protocol; Local Area Network, Metropolitan Area Network, Wide Area Network; Internet, Surfing in Net and Using E-Mail, search engines and protocols; FTP, TCP/IP, HTTP, Telnet, Lynx.

### P.C. SOFTWARE (Latest Versions)

- I. Operating systems: DOS and Windows
- II. M. S. Office; Word, Excel, Power Point, Access and Tally.

### BOOKS RECOMMENDED

1. R. K. Taxali - PC Software Made Simple  
Tata McGraw Hill Publishing Co. Ltd.
2. Donald H. - Sanclers Computers Today, McGraw Hill
3. Alexis Leon & Mathews Leon - Internet in a Nutshell
4. Burch, John and Grudnitski Gary - Information Systems: Theory and Practice  
5<sup>th</sup> Edition, New York, John Wiley, 1989
5. Mastering MS Office 2000, BPB Publications, New Delhi.
6. Fundamentals of Electronic Data Processing RCC, Booklet.





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Business Administration Ist Semester



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**VELOPMENT**

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O.D. is an emerging behaviour discipline that provides a set of Methodologies for systematically bringing about organization change and improvement. It helps to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness. After the study of this course, the students would be able to apply the knowledge of behavioural science in solving socio-technical problems as well as improving and maintaining the effectiveness of the organization.

Unit ó I: -

Management of Change:- Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change.

Unit ó II: -

Organizational effectiveness, concepts, approaches and its determinants, organizational diagnosis ó Methods, collection of data and identification of problems. Organizational stress ó causes, effects and coping with stress.

Unit ó III: -

Organizational development: - Definition, objectives, characteristics, models of OD, action research, stages of OD programme, underlying assumptions and values.

Unit ó IV: -

OD Interventions ó I: - Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peace making, counseling, learning styles and development.

Unit ó V: -

OD Interventions ó II : MBO, managerial grid, team building, likert systems ó four, confrontation meeting, process consultation, survey feedback, Institutional building.

### **Suggested Readings:-**

1. Beckhard R. 1969 Organization in Development : Strategies and Models, Addison-Wesley: Reading
2. Bennis, W.G. 1969. Organization Development: Its nature, Origins and Prospects, Addison Wesley: Reading.
3. Dalton, G. Lawrence, P. & Griener, 1970 Organization Change and Development. Irwon Dorsey: Homewood.
4. Shein, E., Bennis W. , Beckhard, R. (eds.) 1969 Organization Development, Wesley : Reading
5. Kuriloff, A.H. 1972. Organisation Development for Survival, American Management Association Inc.: New York.
6. French, Wendell L. & Cecil H. Bell, 1999 Organization Development, Prentice Hall of India : New Delhi.

## 202: - MANAGEMENT SCIENCE – II.

### **OBJECTIVE: -**

The Objective of this course is to introduce the participants of MBA programme of the Quantitative School of management. This is a general course, not a specialized one. The important tools, techniques and methods of Operation Research will be discussed with their business applications. The mathematical rigor of the course will be comparatively low.

#### Unit ó I :-

History, Development of Operations Research, Characteristics of Operations Research, Systems thinking and O.R. Method of Operations Research Model formulation and types of model, Prototype problems of Operations Research.

#### Unit ó II:-

Linear Programming ó Problem ó formulation, Graphic Method, Simplex Method (solving Maximization problem with less than equal to constraints). Duality theory, Transportation Problem. Assignment Problem.

#### Unit ó III :-

Inventory Management:- Definition of Inventory, Costs associated with Inventory Elementary, Models of Inventory (First Six Models from Introduction to Operations Research by Churchman, Ackoff and Arnoff), Numerical Problems based on the models. Waiting Lines:-Applications of waiting lines, queue disciplines, derivations of Average length, number of units in the queue, Average waiting time for single service station, Simple numerical Problems based on these derivations.

#### Unit ó IV:-

Competitive Strategies ó Theory of Games, Duopoly Two Person Zero Sum Game, Pure and Mixed Strategies, Criteria of choosing strategies and simple numerical problems based on these.

#### Unit ó V :-

Replacement Techniques of capital budgeting capital budgeting capital replacement at Items that fails completely, staffing problem (Numerical Problems bases on references No.2). Simulation:- Application of Simulation Monte Carlo Technique for solving ECO Problems and other simple OR problems, Simulation and EDP.

### **References:-**

1. Ackloff R.L. Sasieni, M.W.	Fundamentals of Operations Research.
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Business Administration Ist Semester

Methods and Problems.

roduction to Operations

Arnott,	
4. Wanger	Principles of Operations Research
5. Gupta and Sasieni	Mathematics for Management.

## **203: - HUMAN RESOURCE MANAGEMENT.**

### **1. HUMAN RESOURCE MANAGEMENT.:-**

Introduction to human Resource Management, Growing Importance of Human Resources, Important Environmental Influences on HRM. Functions of Personnel Management, Challenges to Personnel Management, Approaches to Personnel Management, Importance of Human Relations in Modern Organizations, Recent Changes and Development of Personnel Management, Organizing the Personnel and Human Resource Department, Responsibilities of a Personnel Managers, Personnel Management and Professionalisation.

### **2. HUMAN RESOURCE PLANNING: -**

Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP, Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees.

### **3. TRAINING AND DEVELOPMENT: -**

Training, Methods of Training, Evaluating Training Effectiveness, Organization of a Training Programme Management Development Process, Methods for developing managers, Performance Appraisal Approaches the Performance Appraisal.

### **4. WAGES AND SALARY ADMINISTRATION: -**

Economic Background and employee compensation, Factors Affecting Wages & Salary Policy of the Organization, Laws and Rules Governing employees wages and Salary Administration in India. Rewards Methods of Wage determination.

### **5. MAINTENANCE AND DISCIPLINING THE EMPLOYEES: -**

Maintenance and Disciplining the employees. Discipline meaning and importance. Employees grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment. Recent Trends in maintaining health and safety of employees in the organization.

### **References: -**

1. Edwin B. Flippo :-	Principles of Personnel Management
2. Keith Davis,	Human Relations at work.
3. Robert L. Mathis and John H.	Personnel Human Resource Management (4 <sup>th</sup> ed.)



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	Personnel and Human Resource Management (2 <sup>nd</sup> ed.)
5. David A. De Cenzo and Stephen P. Robbins	Personnel Human Resource Management (3 <sup>rd</sup> ed.)
6. P.P. Arya and B.B. Tandon (edited)	Human Resource Development.
7. Le on C. Megginson	Personnel and Human Resources Administration
8. Dale Yoder	Personnel Management and Industrial Relations
9. Douglas Mc. Gregor	The Human Side of Enterprise
10. Juclus. M.J.	Personnel Management.

## 204 – FINANCIAL MANAGEMENT.

Unit ó I: - Introduction: -

Introduction, meaning and definition of financial management, functions of financial manager, objective of the firm.

Unit ó II: - Investment Decision: -

- (i) Capital Budgeting: - A definition and concept of capital budgeting, importance of capital budgeting methods of appraisal ó Pay back, average rate of return, IRR and NPW methods. A comparison in IRR and NPV.
- (ii) Cost of capital, importance, definition and concept, measurement of cost of capital of a specific source and overall cost of capital.

Unit ó III: - Financing Decision: -

- (i) Operating and financial leverage, EBIT ó IPS analysis, combined leverage.
- (ii) Capital structure theories, NI and NOI approach, N.M. Approach, Traditional Approach, capital structure designing, stability in dividends, factors influencing, capital structure.

Unit ó IV: - Dividend Decisions: -

- (i) Dividend decisions: Relevance and irrelevance of dividend decision, Walter model, Gordon models.
- (ii) Dividend Policy in Practice: Dividend payout ratio, stability in dividends, legal contractual and internal constraints: Owners consideration and capital market considerations, types of dividends. Stock dividends.

Unit ó V: - Working Capital Management ó Overview.

**References: -**

1. Gunman & Dougle	Corporate Financial Policy.
2. James C. Van Florns	Financial Management and Policy.
3. Kuchhal S.E.	Financial Management.
4. I.M. Pandey	Financial Management.
5. Walker & Banghan	Financial Management.
6. Esra Coloman	Theory of Financial Mangement.

## 205: MARKETING MANAGEMENT.



to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

### **COURSE CONTENTS: -**

#### **UNIT ó I: -**

Nature and scope of marketing. Corporate orientations towards the marketplace. The marketing environment and environment scanning. Marketing Information System and Marketing Research.

#### **UNIT ó II: -**

Understanding Consumer and Industrial Markets, Market Segmentation, Targeting and Positioning.

#### **UNIT ó III: -**

Product decisions ó product mix, product life cycle, new product development, branding and packaging decisions. Pricing methods and strategies.

#### **UNIT ó IV: -**

Promotion decisions ó promotion mix, advertising, sales promotion, publicity and personal selling. Channel management ó selection, cooperation and conflict management, vertical marketing ó implementation and systems.

#### **UNIT ó V: -**

Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts. New issues in marketing ó Globalization, Consumerism, Green marketing, Legal issues.

### **SUGGESTED READINGS :-**

1. Enis, B.M. Marketing Classics : A Selection of Influential Articles. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. Marketing Management : Planning, Control. New Delhi, Prentice Hall of India, 1994.
5. Ramaswamy, V.S. and Namakumari, S. Marketing Management : Planning, Control. New Delhi, MacMillan, 1990.
6. Stanton, William,J. Fundamentals of Marketing,. New York, McGraw Hill, 1994.
7. Neelamegham, S. Marketing In India : Cases and Readings. New Delhi, Vikas, 1988.



**CONTENT: -**

**OBJECTIVE: -**

This Course is oriented towards the exposition to the various operational problems in the area of Production. The Stress in the Course is on various techniques available for discharging the responsibilities as operations manager.

**Unit ó I: -**

The Operations Management System, Responsibilities of operations personnel, Basic Manufacturing Process ó Continuous Intermittent and Repetitive flows of processing.

**Unit ó II: -**

Methods of forecasting demand ó Opinion Method, Time Series Analysis, Economic Indicators. Inventory Control ó Costs associated with inventory control systems, Economic Order Quantity. Purchasing function, Source selection, Vendor rating, Value analysis.

**Unit ó III: -**

The Production Control System for intermittent and continuous flow processes. Project Scheduling PERT / CPM Method ó Network analysis, earliest and latest time analysis. Gantt Charts.

**Unit ó IV: -**

Acceptance Sampling by Attributes ó Single Sample, double sample and multiple sample plans with stated risk. Control Charts for variables ó averages and ranges. Control charts for defectives ó fraction defective and numbers defective.

**Unit ó V: -**

Work Study, Method study and motivation study. Plant Layout concepts. Developing the process layout and the product layout. Facility location planning.

**References :-**

1. M.K. Star	Production Management System & Synthesis.
2. E.S. Buffa	Modern Production Management.
3. Mayer	Production and Operations Management.
4. Lamar Le & D.W. Dobler	Purchasing and Materials Management.



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**OBJECTIVE.-**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

**Unit I:**

Nature and scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Organization Structure of Research, Research Process.

**Unit-II:**

Research Designs of Exploratory, Descriptive and Experimental Research Design;

**Unit of III:**

Methods of Data Collection of Observational, Survey case Method; Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques.

**Unit of IV:**

Sample Design; Selecting an Appropriate Statistical technique; Field Work and Tabulation of Data.

**Unit of V:**

Analysis of Data; Techniques for Data Analysis of ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Application.

**SUGGESTED READINGS :-**

1. Andrews, F. M. and S. B. Witte Social Indicators of well Being, Plenum Press, NY, 1976.
2. Benett, Roger: Management Research, H. O. 1983.
3. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J. A. and P. E. Tracy: Randomized Response : A method of Sensitive Surveys, Sage Pub., 1986.
5. Goswami, P. R. Statistical Information System and Libraries, New Delhi, Anmol Pub., 1996.
6. Gupta, S. P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 201.
7. Salkin, Neil J., Exploring Research, 2nd ed., Prentice Hall, NJ, 1997.

The List of cases and specific reference including recent articles will be announced in the class at the time of launching of the course.

**301: - STRATEGIC ANALYSIS**

### **MODULE –I: STRATEGIC FRAMEWORK:-**

Introduction to strategy, strategic planning process, strategic decision-making, business definition, goal setting, policy formulation, mission and objectives.

### **MODULE- II : ANALYSING RESOURCES, CAPABILITIES AND COMPETENCIES :-**

Strength and weaknesses, Objectives, strategy, structure, finance, marketing, production, human resource, research and development, value chain analysis, benchmarking, the balanced score card, competitive advantage and core competence.

### **MODULE – III: EXTERNAL ANALYSIS :-**

The environment of the firm, strategic posture, environmental forecasting, customer and competitor analysis.

### **MODULE – IV : STRATEGIC ALTERNATIVES :-**

Grand strategies, diversification and integration, merger, turnaround, divestment, liquidation and combination strategies.

**MODULE – V:** Corporate portfolio analysis, industry, competitors and SWOT analysis.

Subjective factors in strategic choice.

### **SUGGESTED READINGS**

1. Christensen, Andrews, Bower	Business Policy, Text and Cases, Irwin, 1973.
2. H.Igor Ansoff	Corporate Strategy, Mc.Graw Hill, 1975.
3. H.Igor Ansoff	Readings in Business Strategy.
4. William T. Gluck	Business Policy ó Strategy Formation and Management Action.
5. Kenneth A. Andrews	Concept for Corporate Strategy.
6. Bongs & Coleman	Concept for Corporate Strategy.
7. Newman & Logan	Business Policies and Central Management.
8. Peter F. Drucker	Management: Tasks, Responsibilities, and Practices.
9. Russell L.Ackoff	A Concept of Corporate Planning.
10. Robert J. Mockler	Business Planning & Policy Formulation.
11. H.N. Brooms	Business Planning & Strategic Action.
12. Simul C. Carto	Strategic Management.

## Master of Business Administration (M.B.A)

### 302 – MANAGEMENT INFORMATION SYSTEM

**Objective:** - This course is aimed at to acquaint the students with applications of Information Systems

in business world, development life cycle of MIS, its development tools and decision-making.

#### I. INTRODUCTION TO MIS: -

Emergence of MIS; What is MIS, MIS Sub-Systems; Role of Computers in MIS; Computer and Management Functions; Computer-based system (e.g. Financial Accounting, Inventory Control Personnel and marketing).

#### II. MANAGEMENT AND DECISION MAKING: -

Decision making; Types of Decisions; Decision-Making Process; Decision-making Techniques: O.R. and Management Decision-making; Transportation Models; Assignment Models; PERT/ CPM Network Analysis.

#### III. SYSTEM DEVELOPMENT: -

System Definition, Characteristics and Elements of System, Role of System Analyst, Overview of System Development Life Cycle (SDLC), Structured Analysis; Data Flow Diagram (DFD), Data Dictionary, Structured English, Decision Table and Tree; Unstructured Analysis: Interview, Review of literature, On site Observation and questionnaires; Input/ Output forms design, Testing, Implementation and Maintenance, Implementation and Control of Projects.

#### IV. INTEGRATED COMPUTERS TO INFORMATION SYSTEM: -

Database Management System (DBMS), types of DBMS, concepts of Entities, attributes and relations; Three levels of DBMS, Advantages and disadvantages of DBMS; Data Models (Hierarchical, Network and Relational); Relation of types in entities and attributes; Functional Dependencies; Normalization of Data (1<sup>st</sup> NF, 2<sup>nd</sup> NF and 3<sup>rd</sup> NF), Role of Data Base Administrator (DBA);

Introduction of packages used for development of MIS (only introductory level):

1. RDBMS Packages (back end tools): ORACLE and MS Access.
2. GUI packages (front end tools) : Developer-2000, Power Builder, and Visual Basic.

#### V. SOCIO-LEGAL ASPECTS OF COMPUTERIZATION: -

Social dimension of Computerization; Computer Viruses; Computer Crimes;



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computerization.

### **Unit – I:- INDUSTRIAL RELATIONS:-**

Meaning and significance of Industrial Relations, Introduction, the concept of Industrial Relations, Factors determining the Industrial Relations, Essentials of I.R., Significance of I.R. IRs and Growth of Industrial Relations, I.R. and Human Relations approaches to Human Relations.

### **Unit – II:- TRADE UNIONISM:-**

Definition of Trade Union, Labour Movement and the Trade Unions, needs for Trade Unions, Rise and Growth of Trade Unionism. Objective of Trade and Economic Development, Trade Unions and Wages, Essentials of Strong and Successful Trade Unions. Trade Union Movement in India and other countries USA., Germany, England and Russia.

Principal defects in Trade Union Movement in India measure to strengthening the Trade Unionism in India.

### **Unit – III:-INDUSTRIAL DISPUTES, PREVENTION AND SETTLEMENT OF I.D. IN DELHI:-**

Meaning of Industrial Disputes, Causes of Industrial Disputes, Impact of Industrial Disputes on Production and Economic development of the country. Forms of Industrial Disputes, Strikes, Gherao, Lockouts and other forms. Methods for the prevention of Industrial Disputes. Labour Co-partnership, Objects, important methods for the settlement of Industrial Disputes-Investigation, Voluntary arrangements for conciliation and arbitration, compulsory conciliation and arbitration. Prevention and settlement of Industrial disputes, Legislative and other measures I.D. in India after independence. Existing methods of settlements and Prevention of I.D. in India, Conclusion.

### **Unit – IV:- COLLECTIVE BARGAINING:-**

Introduction:- Functions of Collective bargaining, conditions for the success of collective bargaining, growth of collective bargaining management. Approaches to collective bargaining, collective agreement in India. Trade Unions approach to collective bargaining.

### **Unit – V:- WORKER PARTICIPATION IN MANAGEMENT IN INDIA:-**

Objective of Workers participation, methods of workers participation, Essentials of workers participation in management. Functions of Joint Management Council, Progress and working of JMC in India. Future prospectus of J.M.C. Forms of participative management. Concept of Labour Welfare, Labour Welfare in India, I.L.O. and India

#### **BOOKS RECOMMENDED**

- |                      |  |
|----------------------|--|
| 1. Mathus A.S.       | Labour Policy and Industrial Relations in India. |
| 2. Dr.Bhagaliwal T.N | Economics of Labour and Social Welfare.          |
| 3. Butler A.D.       | Labour Economics and Institutions.               |
| 4. Mehrotra S.N.     | Labour Problems in India.                        |





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Industrial Peace in India.

Industrial Labour in India.

7. Lester I.A.

Economics of Labour.

8. Mecheal V.P.

Industrial Relations and Workers Involvement in

Management in

India.

## **HRM – 02. ADVANCED INDUSTRIAL PSYCHOLOGY**

This course has been designed to provide certain deep insights into certain concepts of Industrial Psychology. At least one question from each part is to be attempted by the students in the examination.

Unit 6 I: - Introduction:-Industrial Psychology concept, Development of Industrial Psychology, Scope of Industrial Psychology Major Problems of Industrial Psychology. Psychological Tests:- Characteristics of Psychological Tests, Types of Tests, Importance and Limitation of Psychological Tests.

Unit 6 II:- Attitudes and Human Engineering:- Meaning: Components of attitudes, attitudes measurement and change, cognitive dissonance theory; measurement the A-B relationship. Human Engineering 6 work study, time study, motion study, job enlargement; job enrichment. Total Quality Management. Total Quality People.

Unit 6 III:- Learning & Development:- Definition, theories; classical conditioning operant conditioning, conditions of learning development process.

Unit 6 IV:- Personality and Interpersonal Relationship:- Meaning, theories of personality. Interpersonal Relationships and group dynamics. Determinants of interpersonal relationships; management of interpersonal relationships, group dynamics formal, informal groups, groups decision-making; group think & group shift.

Unit 6 V:- Fatigue, Monotony, Boredom Safety, Accidents, Organizational stress major causes, major effects and coping with stress, work and equipment design, working conditions.

### **READINGS: -**

1. M.L. Blum and J.C. Naylor, Industrial Psychology, 1984, GBS Publishers, Delhi.
2. E.J. Mc Cormic and Ilgen; Industrial Psychology 1984 6 PHI New Delhi.
3. Drenth, Thierry, Williams and Wolf : Handbook of Work and Organizational Psychology, Vol.I & II 1984.
4. Robert C. Beck; Applying Psychology, understanding people; PHI, 1982.
- 5., Maier, Psychology in Industry, Oxford & IBH.



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Organisational Psychology, PHI, New

### Master of Business Administration (MBA)

<b>HRM-06 :- LABOUR LEGISLATIONS.</b>	
Unit-I:-	Employees State Insurance Act, 1948, The Trade Union Act. 1926.
Unit-II:-	The Industrial Disputes Act, 1947, The Minimum Wage Act, 1948.
Unit-III:-	The Workmen Compensation Act, 1923, The Maternity Benefits Act, 1961.
Unit-IV:-	The Payment of Bonus Act, 1965, The Payment of Wages Act, 1936.
Unit-V:-	The Factories Act, 1948.
<b>BOOKS RECOMMENDED:-</b>	
1.	Mishra S. N. - Labour and Industrial Laws.
2.	Kapoor N. D. - Elements of Industrial Laws.

## **MM-02 ADVERTISING MANAGEMENT:**

### **Objectives:**

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing and effective advertising Programme.

### **Course Contents:-**

#### **UNIT-I**

Advertisings Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising: Process of Communication-Wilbur Schramms Model, Two Step Flow Communication.

#### **UNIT-II**

Theory of Cognitive Dissonance and Clues for Advertising  
Strategies: Simulation of Primary and Selective Demand ó Objective Setting and Market Positioning.

#### **UNIT-III**

Danger Approach ó Determination of Target Audience; Building of Advertising Programme ó Message, Headlines, Copy, Logo illustration, Appeal, Layout; Campaign Planning; Media Planning.

#### **UNIT-IV**

Budgeting Evaluation ó Rationale of Testing Opinion and Aptitude Tests, Recognition, Recalling Experimental Designs: Advertising Organisation- Selection, Compensation and Appraisal of an Agency.

#### **UNIT-V**

Electronic Media, Buying Advertising campaign ó Advertising V/S Consumer Behaviour: sales Promotion ó Role of Creative Strategies: Advertising ó Retail, National Cooperative, Political, International Public Service Advertising.

### **Suggested Readings:-**

1. Aaker, David A. etc. Advertising Management. 4<sup>th</sup> ed. New, Delhi, Prentice Hall of India, 1985.
2. Bealech, George E and Bealech. Michael A. Introduction to Advertising and Promotion 3<sup>rd</sup> ed. Chicago, Irwin, 1995.
3. Borden, William. H. Advertising. New York, John Wiley, 1981.
4. Hard, Norman. The Practice of advertising Oxford, Butterworth Heinemann, 1995.

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Procedure Englewood Clifts, New Prentice Hall Inc.

6. Ogilvy, David. Ogilvy on Advertising. London, Longan, 1983.
7. Sengupta, Subroto, Brand Positioning. Straegies for Competitive Advantages. New Delhi, Tata Mc Graw Hill, 1990.
8. Batra Meyer / Kotler.

## **MM-01: MARKETING RESEARCH:**

### **OBJECTIVE:-**

The course I intended to help students planning to become marketing executives to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures, and to develop their ability to conduct, evaluate, use and present research findings.

### **COURSE CONTENTS**

#### **UNIT-I**

Marketing Research ó Meaning and Importance Stages in the Marketing Research Process. Scope of Marketing Research Function. Problem Formulation. Choice ó Criterion Models.

#### **UNIT-II**

Research Design ó Meaning and Importance. Causality: The Dasis of Classification of various Types of Research Designs. Exploratory, Descriptive. Quasi ó Experimental and Experimental Research Designs.

#### **UNIT-III**

Data Collection. Types and Sources of Secondary Data. Basic Methods of Collecting Data. Different Methods of Communication. Tabulation. Analysis and Interpretation of Data. Questionnaire Planning and Execution

#### **UNIT-IV**

Sampling and Sampling Designs: Basic Concepts. Steps in the Sampling Process. Probability Sampling Methods, Non-Probability Sampling Methods.

#### **UNIT-V**

Application of marketing Research. Market Segmentation. Product Research. Price Research. Distribution Research, Advertising Research, Sales Promotion Research. The Marketing Research Report.



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1. Boyd, Westra and Stasch.

Marketing Reserch

2. Green, Tull and Albaum

Research for Marketing Decisions.

3. Duck and Rubin

Marketing Research.

## **Master of Business Administration (MBA)**

### **MM-306: STRAGETIC MARKETING**

Objective:-

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive strategies for higher market share.

#### **UNIT-I**

Market Situation Analysis: Analysis of Competitors and Estimating their Reaction Pattern and Competitive Position.

#### **UNIT-II**

Market Leader Strategies ó Expanding the Total Market, Protecting Market Share, Expanding Market Share: Market Challenger Strategies ó Choosing and Attack Strategy.

#### **UNIT-III**

Market Follower Strategies; Market Nicher Strategies.

#### **UNIT-IV**

Competitive Market Strategy for Emerging Industries, Declining Industries and fragmented Industries. Balancing Customer and Competitor Orientations.

#### **UNIT-V**

Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Suggested Readings:-

1. Cravens, D.W. Strategic Marketing Homewood Illiois, Richard D./Irwin, 1987.
2. Kayank E. and Savitt R. Comparative Marketing Systems, New York, Praegar, 1984.
3. Kolter, Phillip. Marketing Management: Analysis, Planning, Implementation.
4. Porter, M. E. Competitive Advantage: Creating Sustaining Superior Performance New York, Free Press, 1985.
5. Porter, M. E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press, 1985.



## **Master of Business Administration (MBA)**

### **FM-01 INDIAN FINANCIAL SYSTEM**

**OBJECTIVE:** The objective of this Course is to provide an in-depth insight to the students in the Structure, organization and working of the financial system in India.

#### **COURSE OUTLINE:-**

##### **Unit-I**

Role of Financial Institutions in Capital Formation and Economic Growth.

##### **Unit-II**

Reserve Bank of India:- Organization, Management, Functions -  
Credit  
Creation and Credit Control, Monetary and Fiscal Policy.

Commercial Bank:- Meaning Functions, Management, and investment policies of commercial Banks: Recent trends in the activities of Commercial Banks.

##### **Unit-III**

Financial Sector Reforms in India:- Narasimham Committee Report-1  
Narasimham Committee Report-2

##### **Unit-IV**

Insurance Organizations: Objective, Role of Investment Practices of LIC and GIC.

Unit Trust of India:- Objective Functions: Various Schemes of UTI. and Role of UTI in Industrial Finance.

##### **Unit-V**

Interest Rate Structure: Determinants of Interest rate structure differential interest Rate. Recent changes in interest rate structure.

Indian Money Market:- Meaning, Constituents, Instruments and Functions of money Market, and recent trends in Indian money market.

#### **Suggested Reading:**

3. Investment Management System, Vikas, 1985.
4. Investments and Institutions Tata Mc Graw, Hill 1981
5. Reserve Bank of India, Functions and Working, 1985.
4. Reserve Bank of India, S. Chakravarty Committee Report, 1985.
5. Ghosh, D. N. Banking Policy in India, Allied, 1979.
6. Reserve Bank of India, Reports of Tandon, 1974.
7. Khan, M. Y. Industrial Finance Tata McGraw Hill, 1982.
8. Srivastava R.M. Management of Indian Financial Institutions.

## **FM-02 SECURITY ANALYSIS & INVESTMENT MANAGEMENT**

### Unit-I-

Stock Market: Nature and functions, Organization of stock exchanges, statutory, regulations of stock of exchange listing requirements and importance of listing.

### Unit-II

New Issues Market, Securities & Exchange Board of India (SEBI), under writing of securities.

### Unit-III

Evaluation of Securities bonds and debentures, preference shares and equity shares. Fundamental Analysis, Economic Analysis Industry Analysis, Company Analysis, Forecasting Mechanism.

### Unit-IV

Technical Analysis, the Theory Types of Trends Chart patterns, their interpretations.

### Unit-V

Portfolio Management, Goals and objectives, Establishing income portfolio strategies in Portfolio Management.

### References:

1. IFMR Investment Management
2. Publication of RBI and Stock Exchange Directories.
3. Investment, Frederic Amling.
4. Investment Management, V. K. Bhalla.
5. Fisher & Jordan.





## **FM-07**

## **ADVANCED FINANCIAL MANAGEMENT**

### **Unit-I**

Capital Budgeting under risk and uncertainty, Risk, Concept, Measures of Risk Standard Deviation: and Co-efficient of Variations Decision Tree.

### **Unit-II**

#### **WORKING CAPITAL MANAGEMENT**

Meaning and Definition, Theories of Working Capital Management, Need of Working Capital Determinants of Working Capital, Management of Working Capital Financing of Working.

#### **MANAGEMENT OF CASH**

Objectives, Need of Cash Management, Cash Management Tools, Cash Budget.

### **Unit-III**

Management of Receivables and Inventory, Credit Terms, Credit Policies, Collection Policies, Objectives of Inventory Management, Inventory Management Techniques.

### **Unit-IV**

Lease financing Introduction, Financial Evaluation, Lesser and Lesser Accounting Aspects.

### **Unit-V**

Merger and Amalgamations, Take over code, Legal and Procedural aspects of merger decisions.

#### **FINANCING CURRENT ASPECTS;**

Sources of long-term Finance. External Sources and internal sources of finance.

References:



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2. Ezra Solomon and Ptingie
3. John J. Hampton

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- : Financial Management and Policy.
- : Introduction to Financial Management.
- : Financial Decision Making.

This is a follow-up course in Strategic Analysis. The two courses are designed to provide a framework for integrating the knowledge acquired by a student in diverse foundation and functional courses offered throughout the two-year M.B.A. programme. The problems considered and the approach developed in dealing with them are those of the top management case studies and other participative methods of instruction will be extensively used for developing knowledge skills, and attitudes relevant to policy formulation and administration.

Unit ó I: -

Interdependence of formulation and implementation of Corporate Strategy.

Unit ó II: -

Organization structure, Resource commitment.

Unit ó III: -

Analyzing strategic change.

Unit ó IV: -

Pattern of leadership and implementation of selected strategies.

Unit ó V: -

Strategic evaluation and Control.

**Note: - Every students have to make an oral and written presentation on the organization**

**in which he/ she undergoes two months ‘On-the-Job Training’ for Internal Assessment in the subject.**

### ***SUGGESTED READINGS***

1. Christensen, Andrews, Bower	Business Policy, Text and Cases, Irwin, 1973.
2. H.Igor Ansoff	Corporate Strategy, McGraw Hill, 1975.
3. H.Igor Ansoff	Readings in Business Strategy.
4. William T. Gluck	Business Policy ó Strategy Formation and Management Action.
5. Kenneth A. Andrews	Concept for Corporate Strategy.
6. Bongs & Coleman	Concept for Corporate Strategy.
7. Newman & Logan	Business Policies and Central Management.
8. Peter F. Drucker	Management: Tasks, Responsibilities, and Practices.
9. Russell L.Ackoff	A Concept of Corporate Planning.
10. Robert J. Mockler	Business Planning & Policy Formulation.
11. H.N. Brooms	Business Planning & Strategic Action.
12. Simul C. Carto	Strategic Management.

## **FM – 10: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT.**

### **Objective: -**

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

### **Course Contents: -**

Unit 1. Generation and Screening of Project Idea; Capital Expenditure; Importance AND difficulties;

Unit 2. Market Demand and Situational Analysis; Technical Analysis; Financial Analysis;

Unit 3. Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit

Unit 4. Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects;

Unit 5. Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India Assessment of the Tax Burden; Environmental Appraisal of Projects.



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1. Ahuja, G.K. & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management. New Delhi. Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol, 1997.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3<sup>rd</sup> ed., New Dehi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westvill, 1995.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.



**OBJECTIVE: -**

The objective of the course is to expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

**UNIT 6 I: -**

Nature, characteristics and the potential of rural markets in India. Socio-cultural, economic & other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers.

**UNIT 6 II: -**

Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors.

**UNIT 6 III: -**

Organization and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perish ability. Marketing structure and performance. Processing facilities for different agricultural products.

**UNIT 6 IV: -**

Role of warehousing. Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of central and state governments. Institutions and organizations in agricultural marketing.

**UNIT 6 V:-**

Unique features of commodity markets in India. Problems of agricultural marketing. Nature, scope and role of co-operative marketing in India.

**Suggested Readings: -**

1. Morleg J.E. Agricultural Products and their marketing.
2. Kohles, Richerd L. : Marketing of Agricultural Products.
3. Boyle J.E. Marketing of Agricultural Produce.
4. Taylor H.C. : Agricultural Economics,
5. Kulkarni K.R. Agricultural Marketing in India.
6. MuKherjee, B.B. : Marketing of Agricultural Produce in India.



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of Agricultural Products in India.





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## CE DEVELOPMENT.

- Unit ó I:- Human Resource Development : Meaning, need importance HRD, Mechanism, Processes, Instruments & out-comes. Principles & Theories of learning. Human Resource Development Strategies & Practices.
- Unit ó II:- HRD & the Supervisor : The HRD Matrix, Role of line managers in HRD, Line Managers and Appraisal Systems, Career Systems, training systems, work systems, cultural systems and self-renewal systems.
- Unit ó III:- Career Planning: Organization vs. Individual centered career Planning, Changing careers, Career Stages, Retirement, Effective Individual career Planning, Career Path Development, Dual Career Marriages.
- Unit ó IV:- Counseling and Monitoring : Concept, Objectives and Processes, Listening and Asking, Nurturing and helping.
- Unit ó V:- HRD Culture & Climate : Concept, HRD and Organizational Climate, Elements and Measurement of HRD Climate, Determinant of HRD Climate.

## ***References :-***

3. B. Tandon *Human Resources Development*

2. David A. DeCenze & S.P. Robbins *Personnel/ Human Resource Management.*

3. Randall S. Schular *Personnel & Human Resource Management.*

4. Robert L. Mathis & J.H. Jackson *Personnel & Human Resource Management.*

5. Leon C. Meggin Sen *Personnel and Human Resource Management.*

6. Edwin B. Flippo : *Personnel Management.*

7. Joseph Tiffen and Mc Cormic Earnest J. *Industrial Psychology.*

8. Richard P. Cilheen *Managing Personnel*

### **HRM - 03. PERSONNEL RESEARCH**

Unit 6 I:- Introduction :-  
Meaning and significance of Personnel Research. Types of Personnel Research. Areas of Personnel Research : Procurement, Development, Compensation, Integration, Maintenance and Separation. The Personnel Manager as a change agent, Preparing a Personnel Research Programme.

Unit 6 II:- Research Methods in Personnel Research :-  
(i) Experimental Method, Surveys, Historical Studies (Documentary Sources) Case Studies.  
(ii) Methods of Data Collection : Design of a sample, Schedules, Formulation of questionnaire, Interviews, Observation.

Unit 6 III:- Personnel Audit :-  
Meaning and Importance of Personnel Audit, Scope of Personnel Audit. Record to be used in Personnel Audit. Types of Personnel Audit. Methods of Personnel Audit. The Auditing Process. Internal or External Audit Records and Reports Attitudes and Morale.



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Source Information System:-

Meaning and importance of HRIS, Social and Economic implications of HRIS, designing HRI System and training people to use information system.

Unit 6 V:- Determining the Effectiveness of Personnel Research:-

Evaluation of Recruitment, Training Programme Productivity. Morale and Motivation of Personnel in the Organization.

### **BOOKS RECOMMENDED**

1. Edwin B. Flippo Personnel Management, MC. Graw Hill Publication.
2. Dale Yoder Personnel Management and Industrial Relations, Prentice Hall of India Pvt. Ltd., New Delhi.
3. C.B. Memorio Personnel Management, Himalaya Publishing House, Bombay.
4. Bejpai S.R. Methods of Social Surveys Research; Kitab Ghar, Kanpur.
5. K.S. Davar Personnel Mangement and Industrial Relations in India, Vikas Publishing House.

## Enterprise Resource Planning (E.R.P.)

**Objective:** The main objective aimed at to introduce the students with latest technologies of Business era and its integration with Information Technology.

### I. ENTERPRISE RESOURCE PLANNING:

Evolution of ERP, Definition, Elements, Problem of System islands, need for system Integration, ERP products and Market, Opportunities and problems in ERP selection and implementation, MRP and MRPII.

### II. BUSINESS PROCESS REENGINEERING:-

Conceptual foundation of Business Process Re-engineering Role of Information Technology in BPR, Process identification and mapping, Process improvement and Process Redesign. Man Management for BPR implementation.

### III. ERP MODULES/FUNCTIONALITY:-

Functional modules of ERP system, Sales order processing, MRP, Scheduling, Forecasting, Maintenance, Distribution, Finance and HRP; Features of each of the modules; Description of data flows across each module: Overview of the supporting data bases; Technologies required for ERP, Hardware Platform, Communication and networks.

### IV. IMPLEMENTATION ISSUES:-

Pre-implementation issues, Financial justification of ERP, Evaluation of Commercial Software; During implementation issues, Education and training, Project management; Post implementation issues, Performance measurement.

### V. INTEGRATION OF ERP WITH NET TECHNOLOGIES:

Net technologies, Evolution of E-Commerce, EDI and E-business, Internet in ERP, Internet banking and related technologies, security and privacy issues, future growth of E-business.

### BOOKS RECOMMENDED:

1. V.K. Garg and N.K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practices, Prentice Hall (I) 1999, New Delhi.
2. Hammer, Micheal and Jamts Chamby Reengineering the corporation, 1997.
3. Leon, Alexix Countdown 2000, Tata McGraw.
4. J. Kanter, Managing with Inforamtion, Prentice Hall (I), 1996, New Delhi.
5. Carr, K. and Johansson, H.J. Best Practices in Re-engineering. New York, McGraw Hill, 1995.



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Engineering Management: The Mandate for New Leadership.  
2005.

7. Cousson-Thomas, C. Business Process Re engineering: Myth and reality. London Kogan Page, 1994.
8. Davenport, T.H. Process Innovation: re engineering Work Through Information Technology. Boston, Harvard Business School Press, 19993.
9. Jayaraman, M.S. etc. Business Process Re engineering. New Delhi. Tata McGraw Hill, 1994.