

ದೂರವಾಣಿ / Phone : 0824-2287276

ಫ್ಯಾಕ್ಸ್ / Fax : 0824-2287424

ಮಂಗಳೂರು
MANGALORE



ವಿಶ್ವವಿದ್ಯಾನಿಲಯ
UNIVERSITY

ಕುಲಸಚಿವರ ಕಛೇರಿ

ಮಂಗಳಗಂಗೋತ್ರಿ - 574199

Office of the Registrar

Mangalagangothri - 574199

ಕ್ರಮಾಂಕ / No. : MU/ACC/CR 26/2010-11/A2

ದಿನಾಂಕ / Date : 22/1/2011

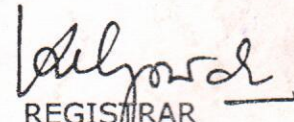

NOTIFICATION

Sub: Revised syllabus of BA (HRD) degree programme.

Ref: Academic Council decision dated: 15-12-2010.

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The revised syllabus of B.A (HRD) degree programme which approved by the Academic Council at its meeting held on 15-12-2010 is hereby notified for implementation with effect from the academic year 2011-12.


REGISTRAR


To:

- 1) The Principals of the concerned colleges.
- 2) The Registrar (Evaluation), Mangalore University.
- 3) The Chairman, UG BOS in Human Resource Development Studies.
- 4) The Superintendent, Academic Section, Registrar's Office, Mangalore University.

BA (HRD)

(Changes in syllabus)

Semester	Existing	Changes
I	1. Principles & Practice of Management	ACCOMMODATED CHANGES
	2. Computer applications	ACCOMMODATED CHANGES
	3. Society & Culture	Business & Society
	4. Individual Development(Personal)	Individual Development
		<i>No Changes</i>
II	1. Business Economics	<i>No Changes</i>
	2. Basics of Marketing	<i>No Changes</i>
	3. Dynamics of Human Behavior	ACCOMMODATED CHANGES
	4. Individual Development (Interpersonal)	Professional Skill Development
		<i>No Changes</i>
III	1. Process of Educating & Developing	Basic Accounting
	2. Organizational Behavior	<i>No Changes</i>
	3. Human Resource research & Development Methodologies	<i>No Changes</i>
	4. Individual Development-Managerial	Human Resource Management

IV	<ul style="list-style-type: none"> 1. Financial Management 2. Personnel Management & Industrial Relations 3. NGOs and Social Influencing Processes 4. Individual Development –Organisational 	<p><i>No Changes</i></p> <p>Employee relations</p> <p>Administration & Management of NGOs</p> <p>Strategic Management & Corporate Policies (Shifted from V Semester)</p>
V	<ul style="list-style-type: none"> 1. Strategic Management and Corporate Policies (Shifted to IV Semester) 2. Principles of Training & Development 3. Business Law 4. Self Values and Leadership 5. Individual Development-Professional 6. Field study-Education/NGO/Corporate 	<p>Strategic Human Resource Management</p> <p>ACCOMMODATED CHANGES</p> <p><i>No Changes</i></p> <p>Corporate Communications & Public Relations</p> <p>Business Ethics and Corporate Governance</p> <p>Management & allied Topics</p>
VI	<ul style="list-style-type: none"> 1. Management Information Systems 2. Trends in Human Resource Development 3. Manpower Planning 4. Public Relations & Mass Communication 5. Field Study – Corporate 6. General Knowledge – Contemporary World 	<p>ACCOMMODATED CHANGES</p> <p>ACCOMMODATED CHANGES</p> <p>Organisation Development and Management of Change</p> <p>Labour Legislation</p> <p>HR Topics</p> <p>Global Human Resource Management</p>

BA (HRD) PRINCIPLES AND PRACTICE OF MANAGEMENT

Obj : To familiarize the students with the basic concepts, principles, methods and techniques of management.

Total Number of Hours : 56

UNIT 1: Management Theory and Practice

8 hrs.,

Definitions of Management – Nature and Purpose, Functions of Management – systems approach to management – Management Vs Administration.

UNIT -2 : Managerial Roles

5 hrs.,

Evolution of Management thought – Scientific Management, Modern Management, Behavioural Sciences – Recent contributions after 1950

UNIT 3: Planning

5 hrs.,

The Nature of Planning, Types of Plans, Steps in Planning Process, MBO, Strategies and Policies.

UNIT 4 : Decision Making

5 hrs.,

Process – Types of Decisions – Programmed and Non- Programmed.

UNIT 5: Organizing

5 hrs.,

Meaning, Nature of Organizing, Organisational structure and departmentation, span of control, line /staff authority, decentralization, delegation of authority, effective organising.

UNIT 6: Staffing

5 hrs.,

Staffing – Meaning –overview of the staffing function, selection process.

UNIT 7 : Directing 5 hrs.,
Meaning –Motivation and Motivators – Basic theories of Motivation - X & Y theory, Need Hierarchy theory, Motivation –Hygiene approach.

UNIT 8 : Leadership 5 hrs.,
Leadership – Definition, ingredients, Trait approaches to leadership, likert's four systems, the managerial grid.

UNIT 9: Controlling 8 hrs.,
Meaning, the basic process, Requirements for effective control, control techniques –the principles of preventive control

UNIT 10: New concepts in Management 5 hrs.,
Best Practices - Business Process Reengineering - ISO 9000 series.

References:

1. Management – A Global perspective by Heinz Weithrich & Harald Koontz – Mc Graw Hill International Editions.
2. Management – Tasks, responsibilities, practices – Peter F Drucker, Prentice Hall.
3. Management theory and practice by Ernest Dale – Mc Graw Hill.
4. Principles & Practice of Mangement – Chabra – Himalaya, Mumbai.
5. Management Theory & Practice – Tripathi – Vikas, Mumbai.

Computer Applications - I Semester

Objectives:

1. To provide computer literacy and skills
2. To use computers in Human Resource Development Training
3. To acquaint the use of Computers in Research

Total Number of Hours : 56

Unit 1: Introduction to Computers

- 6 Hrs.

The computer defined. Computer for individual users. Computer for organizations. Why are computers so important?

The parts of the computer system. The information processing cycle, essential computer hardware. Software brings the machine to life.

Unit 2: Interacting with your computer

-5 Hrs.

The keyboard, Mouse, Trackballs, Trackpads, Pens, Touch Screens, Game controllers. Bar code Readers, Image Scanners and OCR, Micro Phones, Video Input, Digital Camera.

Unit 3: Seeing hearing and Printing data

-5 Hrs.

Monitor, CRT Monitors, Flat Panel Monitors, Other Types of Monitors. Comparing Monitors, Data Projectors, Sound Systems, Sound Cards, Head phone and Head Sets, Commonly used Printers- Dot Matrix Printers, Inkjet Printers, Laser Printers, Comparing Printers, Photo Printers, Potters

Unit 4: Processing Data

-5 Hrs.

Difference between data and information. How computers represent data. Number systems, Bits and Bytes

Text codes- EBCDIC, ASCII, Extended ASCII, Unicode

The CPU, The control Unit, Arithmetic Logical Unit. Machine Cycle

Memory-Non Voliate Memory , Flash Memory , Voliate Memory

Unit 5: Storing Data

-5 Hrs.

Categorizing Storing Devices, Magnetic Storage Devices, How Data is Organised on a magnetic Disk, Tracks and Sectors. Diskettes (Floppy Disk), Hard disk, Tape Drives, Optical Storage Devices -CD ROM, DVD ROM, Recordable Optical Technologies, Flash Memory, Smart Cards.

Unit 6: Using Operating systems

- 5 Hrs.

Types of Operating systems, Real Time Operating systems. Single User/ Single Tasking Operating Systems, Single User/ Multi Tasking Operating Systems, Multi User/ Multi Tasking Operating Systems Providing a User Interface, Graphical User Interfaces, Command Line Interfaces, Enhancing and OS with Utility Software, Backup Utilities - Antivirus, Firewall, Screen savers, PC Operating Systems- DOS, Windows NT Workstations, Windows 9x. Windows 2000 Professional, Windows XP, Unix for the Desktop. Linux for the Desktop.

Unit 7: Networks

-5 Hrs.

Uses of a Network, Types of Networks, Hybrid Networks, Network Topologies

Unit 8: Database Management

- 5 Hrs.

Databases and Database management Systems- Database, Flat file and relational database structures. The DBMS, Working with database

Unit 9: Programming Languages and The Programming Process

-5 Hrs.

Machine Language, Assembly Language. High Level Language, Translators, SDLC for Programming

Unit 10 : Application

- 10 Hrs.

Introduction to Windows – WORD, EXCEL, POWERPOINT, ACCESS

Text Book :

Introduction to Computers -- Peter Norton 6th Edition, TATA Mc.Graw Hill Publications, New Delhi,2009.

Reference Books:

1. Computers Today — Suresh K. Basandra, Galgotia Publications Pvt.Ltd. New Delhi, Revised Edition-2008
2. Fundamentals of computers - V. Rajaraman, Prentice Hall of India Pvt.Ltd., New Delhi, 4th Edition,2007
3. Computer Aided Management - Sanjeev Gupta, Shameena Gupta, Excel Books, New Delhi, 2004
4. Computer Applications in Management- A.K. Saini, Pradeep Kumar, Anmol Publications Pvt. Ltd., New Delhi, First Edition, 2003
5. Computer Studies Applications in Business Management- Versha Mehta, N. Kumar, Anmol Publications Pvt.Ltd., New Delhi, First Edition, 2003
6. Foundations of IT - Dhiraj Sharma, Excel Books, New Delhi, 2008.

Business and Society –I Semester

Objective:

To familiarize the students with changing economic, legal and social environment of the Business.

Total Number of Hours : 56

Unit 1:

- 4 Hrs

Business – Concept, features; Objectives of business; economic objectives, organic objectives, social objectives, Human objectives and national objectives.

Unit 2:

- 8 Hrs

Business & its environment; Factors influencing business; economic, political, legal, cultural social technological, Physical, Demographic environment. Business Ethics- Concept, features, principles and importance.

Unit 3:

- 8 Hrs

Social responsibility of business-concept, argument in favour of social responsibility of business, arguments against social responsibility of business.

Obligation towards owner or shareholders, customers employees, suppliers, Government society.

Unit 4:

- 5 Hrs

Economic System- Objectives, Capitalism, socialism, Mixed economy- Mixed economy in India, Public sector, Private sector and co-operative sector-brief idea.

Unit 5:

- 4 Hrs

Business and changing world-Ecology- Environment pollution- controlling pollution. Sources of energy-Forest, thermal, nuclear, solar, biogas.

Unit 6:

- 8 Hrs

Consumerism- Meaning, need and objectives, rights of consumers, consumer protection Act-consumer disputes redressal agencies- consumer protection council.

Unit 7:

- 5 Hrs

Business responsibility for technology change –Technological environment & business, need for technological development, classification of technology.

Unit 8 :

- 6 Hrs

Multinational business and its impact on Indian society.
Definitions of MNC's- benefits & demerits of MNC's - MNC's in India and its performance.

Unit 9:

- 4 Hrs

International Environment: Liberalisation, privatization and globalization-
Meaning, benefits & obstacles.

Unit 10:

- 4 Hrs

International Organisation.
GATT- an evaluation, WTO, FEMA & FERA difference.

Reference Books :

1. Business Environment Text & Cases- Francis Cherunilam
Himalaya Publishing House, 2009
2. Elements of Business Environment- K. Ashwathappa
Himalaya Publishing House, 2009, 10th enlarged & Revised Edition
3. Business & Society- Dr. Shankaran
Margham Publications 1996
4. Business & Society -T.K.Mohan
United Publishers, 4th Edition 2010
5. Business Environment- C.B.Gupta
United Publishers, 4th Edition 2010

Semester II
Group II

Mangalore University

PAPER 21
BUSINESS ECONOMICS

II Sem

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Objectives

1. To provide basic knowledge of concepts of Business Economics.
2. To understand the application of Economic theory in decision making.
3. To familiarise the student with the working of different market

Total Hours: 56

Unit One

Nature and scope of Economics

04 hrs.

Unit Two

Nature and scope of Business Economics

04 hrs.

Unit Three

Demand - Law of Demand - Determinants of demand - Elasticity of demand and its measurement

05 hrs.

Unit Four

Demand forecasting - meaning and importance - objectives - techniques of demand forecasting.

10 hrs.

Unit Five

Cost and revenue analysis - concepts of cost - short-run and long-run cost behaviour - cost control and cost reduction - total revenue - average revenue and marginal revenue.

03 hrs.

Unit Six

Optimum output of a firm - marginal cost and marginal revenue - principles of profit maximisation

03 hrs.

Unit Seven

Price and output determination under different market forms - perfect competition, monopoly and monopolistic market conditions - price discrimination

04 hrs.

Unit Eight

Theories of profit - Risk and uncertainty theory

02 hrs.

Unit Nine

Business cycle - factors influencing stages

02 hrs.

Unit Ten

National income - basic concepts

Suggested Practicals

Conduct any three practicals given below or any other practical on similar lines.

1. Measurement of elasticity of demand.
2. Forecasting of demand for consumer product/services.
3. Calculation of different cost and their diagrammatic representations.
4. Study of cost behaviour in organizations
5. Study of different components of national income.
6. Study of M.C, M.R and cost and output relationship of a firm.

Books for Reference

1. Dean, Joel, *Managerial Economics*
2. Varsheny and Maheshwari, *Managerial Economics*
3. Kulkarni, *Managerial Economics*
4. Habeeb, *Business Economics*

Semester II
Group III

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III Sem

Mangalore University

PAPER 2
BASICS OF MARKETING

Objectives

1. To provide an insight into the concepts of marketing and its functions.
2. To provide practical exposure to the basics of marketing.
3. To promote creativity in student's approach to different marketing situations.

Total Hours: 56

Unit One

Introduction to marketing - meaning and definition of market and marketing - evolution of marketing - traditional and modern concept of marketing - functions of marketing - significance of marketing

06 hrs.

Unit Two

Environmental factors that affect marketing - its impact on the marketing scenario in India.

05 hrs.

Unit Three

Market segmentation - meaning - basis for segmentation - benefits of market segmentation.

05 hrs.

Unit Four

Marketing Research - meaning and scope - main steps involved in marketing research - techniques of marketing research - methods of data collection, analysis and interpretation.

05 hrs.

Unit Five

Marketing mix - meaning and elements of marketing mix, Product concept - development of new product - product life cycle.

05 hrs.

Unit Six

Product pricing - factors influencing - pricing - pricing methods/pricing strategies.

05 hrs.

Unit Seven

Distribution channels - types - factors influencing the selection of distribution channels

04 hrs.

Unit Eight

Promotion - promotion tools - advertising (role, advertising copy) - sales promotion techniques.

04 hrs.

Unit Nine

Personal selling - importance - effective salesmanship

04 hrs.

Unit Ten

Introduction to services marketing - marketing strategies for service firms.

04 hrs.

09 hrs.

Suggested Practicals

Conduct any three practicals given below or any other practical on similar lines.

1. Preparation of an advertisement copy for a consumer product.
2. Preparation of a questionnaire and conducting a survey on consumer product.
3. Preparing a market plan to launch a consumer product.
4. Design a sales promotion programme for a consumer product.
5. Describe the product life cycle of a consumer product and an industrial product of your choice.

Books for Reference

1. Philip Kotler, *Marketing Management*, Prentice Hall of India Pvt. Ltd.
2. V.S. Ramaswamy and Narnakumari S., *Marketing Management*, Macmillan India Ltd.
3. Standon, *Fundamentals of Marketing*, Prentice Hall of India Pvt. Ltd.
4. J.G. Gandhi, *Marketing Management*

Individual Development – I Semester

Objectives :

1. To foster the growth of the students that would lead to personal effectiveness.
2. To give an opportunity to students to identify areas that have to be developed for becoming effective communicator.

Total Number of Hours : 56

Unit 1:

- 5 Hrs.

Self-esteem –Meaning –developing self esteem, accepting reality; accepting self.
Values-meaning and types-meaning of IQ, EQ,SQ and AQ-emotion meaning and concepts, self regulation of emotions.

Unit 2:

- 6 Hrs

Self improvement- Planning–long term goals-short term objectives- Action Plans- Strategies to improve oneself-Mentoring & Coaching-counselling – Behaviour Modification- Aptitude & Interest testing –Try out experience.

Unit 3:

- 6 Hrs

Developing Positive attitude – Meaning, Learning attitude-steps for improvements- Avoiding Negative attitudes, creating positive atmosphere.

Unit 4:

-5 Hrs

Self Motivation-Initiative, sources of Motivation- accepting responsibility- Social Motives, Achievement Motivation and Power Motivation(Meaning).

Unit 5:

-6 Hrs

Self-Management-Efficient work habits, orderliness. Time Management- Resource Management–Stress Management - Stress signals- controlling stress- Developing self control.

Unit 6: -7 Hrs

Communication-Meaning, Process, Importance, barriers.

Types of communication- Formal, written, oral, upward, downward, horizontal, informal communication – Grapevine & consensus with Merits & demerits.

Unit 7: -6 Hrs

Communication to resolve conflicts-Conflict- types-simple ego, false values & beliefs conflicts. Phases of conflicts- Taking sides, keeping scores, show down, adjustments –Handling conflict adjustments- negative & positive conflict adjustments.

Unit 8: -5 Hrs

Working with others- value added qualities –Cheerfulness- sense of humour, Tactfulness, Empathy & Sympathy, willingness to participate, understanding work groups.

Unit 9: -5 Hrs

Getting along with superiors'- understanding the superiors- communicating with the superiors- Meeting superiors expectations – communicating with superiors.

Unit 10: -5 Hrs

Relating to clients & customers- Customer communication- Attentiveness, Knowledge, respect , helpful, professionalism- Educating customers.

Reference:

1. Personality Development – Harold R.Wallace & L. Ann Masters.
Cengage Learning India (P)Ltd. New Delhi -2009
2. Personality Development & Career Management- R.M.Omkar, S.Chand
&
Company Ltd., New Delhi-2009
3. Essentials of Business Communication- Rajendra Pal & J.S.Korlahalli,
Sulthan Chand & Sons, New Delhi.2005
4. Basic Managerial Skills for all- 6th Edition, E.H.McGrath, S.J., Prentice:
Hall of India Pvt. Ltd., New Delhi, 2003.
5. Personality Development- Jain G.C., Tech Media, New Delhi, 2003.

Dynamics of Human Behaviour - II Semester

Objectives:

1. To help the student to identify suitable forms of behaviour
2. To understand the different facets of human behavior
3. To develop competence in the area of social relations.

Total Number of Hours : 56

Unit 1

-6 Hrs

Psychology, Definition, scope of psychology-Role of psychology in HRD.

Unit 2:

-6 Hrs

Body & Behaviour, reticular activating system, automatic nervous system, Limbic System, Body Schema & Body Image.

Unit 3:

-5 Hrs

✓ Learning process, trial Learning, classical conditioning, punishment & negative Reinforcement.

Unit 4:

- 6 Hrs

Sensations & sensory experiences, Auditory sensations, other senses, sensory deprivation.

Unit 5:

- 7 Hrs

Thought & Related process, Nature of thinking, theories of developmental thinking, problem-solving, creative thinking, convergent & divergent thinking.

Unit 6:

- 5 Hrs

✓ Adjustment, Maladjustment, re-adjustment, reactions, causes of Maladjustment, conflicts.

Unit 7:

- 5 Hrs

Measurement of Behaviour and the strategies of measuring behavior.

Unit 8:

- 8 Hrs

Intelligence & aptitude, intelligence tests & Measurement of Intelligence.

Unit 9: - 5 Hrs

Social Cognition- thinking about others-definition, basic components of social cognition, schemas and prototypes-types schemas-person, roles, events and script – impact of schemas on social cognition, on attitude, prejudice, stereotype and discrimination.

Unit 10: - 3 Hrs

Psychological intervention – guidance and counseling, types and objectives of – educational, vocational, social, personal and group guidance.

Books for Reference:

1. Morgan, King, Welss and Schopler, Introduction to Psychology, Tata McGraw Hill, Eighth edition, 2008
2. Robert A Baron and Donn Byrne, Social Psychology, Prentice Hall of India, 10th edition, New Delhi, 2003.
3. L. N. Munn, Introduction to Psychology, Houghton Mifflin Company, 2006.
4. B.G.Barki and B. Mukyopadyay, Guidance and Counseling, Sterling Publication, New Delhi, 2003, 1st edition.
5. Robert A Baron and Donne Byrne, Introduction to Psychology, Pearson education, New Delhi, 2003

Professional Skill Development –II Semester

Objectives:

1. To introduce the skills which are necessary for an effective Manager.
2. To develop the skills of student to deal with various situations.

Total Number of Hours : 56

Unit 1:

- 7 Hrs.

Time Management –Goal setting- scheduling time-Delegation-guidelines to effective delegation –Time stealers- confusion about goals, unclear directions- pointless Meetings- Mastering work life balance.

Unit 2:

- 5 Hrs

Decision Making- Meaning- Types- Steps in rational decision making.

Unit 3:

- 6 Hrs

Crisis Management: Identifying crisis, contingency Planning, crisis recognition, crisis resolution.

Unit 4:

- 6 Hrs

Guidance & Counselling: Areas of guidance & counselling- Employee counselling –Functions of counselling –Vocational Guidance-Principles & Significance.

Unit 5:

- 4 Hrs

Leadership: Meaning-Styles-Qualities of successful leader.

Unit 6:

- 6 Hrs

Human Relations- Meaning, Factors influencing human relation, guidelines to achieve effective human relations.

Unit 7:

- 6 Hrs

Problem solving: Meaning, Analysing problems – why-why diagram, Fish bone diagram – generating ideas – comparing solutions.

Unit 8:

- 5 Hrs

Stress Management: Meaning, causes & signs –handling stress.

Unit 9:

- 6 Hrs

Team Building: Involving others, identifying skills & experiences- assigning roles-
Team Meetings-Review Progress.

Unit 10:

-5 Hrs

Study of life history of eminent personalities like Dr. A. P. J. Abdul Kalam, Dr. S. Radakrisnan, Ratan Tata, Narayana Murthy, Sudha Moorthy, Kiran Shah Mujumdar, Kiran Bedi, Premji, Dr. Kasthurirangan, Mukesh Ambani, Anil Ambani, Capt. Gopinath, Dr. TMA Pai, Dr. Veerendra Heggade, Dr. Vinaya Hegde, Dr. Mohan Alva, Sri Sooryanarayana Adiga, Mulky Sundarama Shetty, Sri Kurunji Venkatramana Gowda, Dr. Kurian, Karnad Sadashiva Rao, U. Srinivas Mallya, Sri. K. S. Hegde, Sir M. Vishveshwarayya, etc.

References:

1. Principles & Practice of Management- T.N.Chabra, Dhanapat Rai & Co., 2008.
2. Human Resource Management(Concepts & Issues) -T.N.Chabra, Dhanapat Rai & Co., 2010
3. Guidance & Counselling – Dr. Ramanath Sharma, Surjeet Publications, Delhi 2005.
4. Time Management – Michal Robert, Harward Business School Press, 2005.
5. Guidance & Counselling- Prof. Ramesh Chandra, Kalpaz Publications, Delhi, 2008
6. Laws of Business Success- Brian Tracy, Magna Publishing Company Ltd., Mumbai,2001

BASIC ACCOUNTING – III SEMESTER

Objectives :

- 1) To familiarize the students with the fundamentals of accounting and to create awareness among the students about the practical utility of accounting concepts.
- 2) To understand the application of accounting in Human resource management.

Total Number of Hours : 56

Unit- 1: Introduction - 5 hrs

Origin and development of accounting thought, Book keeping Accounting, Accounting meaning and objective, Functions of accounting.

Unit-2: GAAP [Generally Accepted Accounting Principles] - 3hrs

Concepts and conventions of accounting, Accounting standards.

Unit-3: System of Accounting - 7hrs

Single Entry system and Double Entry System- Meaning and Difference, Recording of business transactions under double entry system - Journal and Ledger.

Unit –4: Day Book - 5 hrs

Meaning and need, Preparation of purchase book, Sales book, Purchase Returns and Sales Returns book.

Unit- 5: Cash Book - 8hrs

Meaning, Objectives, Advantages of cash book, Preparation of three column cash book.

Unit-6: Trial Balance - 5hrs

Meaning, Methods of preparing trial balance- Net and Gross method.

Unit-7: Depreciation - 7hrs

Meaning, Definition, Causes, Methods of charging depreciation - original cost method and Diminishing Balance Method.

Unit-8: Final accounts of a Sole Trader

- 8hrs

Meaning of final accounts – Trading account, Profit and Loss account and Balance Sheet, Preparation of final accounts.

Unit-9: Accounting Applied to Human Resource Management

- 4hrs

Importance and need, Traditional accounting, Practices and its Consequences.

Unit 10: Human Resource Accounting

- 4hrs

Introduction - Developments in Human Resource Accounting, Problems of putting human resource on the balance sheet.

BOOKS FOR REFERENCE AND STUDY:

1. Introduction to Accountancy - T. S.Grewal and S.C.Guptha, S.Chand and Company, New Delhi, 8th Edition, 2009
2. Principles and Practice of Accountancy - R. L. Guptha and P.K.Guptha, Sulthan Chand and Sons, New Delhi, 11th Edition, 2006
3. Accounting for CA Professional Examination - P. C Tulsian, Tata Mc Graw Hill Publishing Company, New Delhi, 3rd Edition, 2006
4. Advanced Accountancy - Dr. S. N. Maheshwari and Dr. S.K.Maheshwari, Vikas Publishing, New Delhi, 3rd edition, 2009.
5. Accounting Applied to Human Resource Management -M. K Kolay, Allied Publishers, New Delhi, 1st Edition, 2005.
6. Accounting - I – B.S.Raman, United Publishers, Mangalore, 2nd Edition, 2010.

Group I

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Mangalore University

PAPER 2
ORGANISATIONAL BEHAVIOUR

Objectives

1. To understand the behaviour of human at work.
2. To know the students attitude in different situations.
3. To develop personal quality through studying the different theories of personality.
4. To motivate the student in classroom and analyse the particular case in his own way.
5. To reduce frustration among students.

Total Hours: 56

Unit One 04 hrs.

Introduction to Organisational Behaviour - challenges and opportunities - contributing discipline to OB field - theoretical framework - nature and importance of OB - developing an OB model.

Unit Two 04 hrs.

Personality and Attitudes - meaning of personality - development of personality - theories of personality - personality traits - nature and dimensions of attitudes.

Unit Three 04 hrs.

Perception - nature and importance - influencing factors - perceptual organisation and social perception

Unit Four 04 hrs.

Learning - Definition, meaning, objectives, principles - theories of learning - reinforcement and punishment.

Unit Five 05 hrs.

Group dynamics and teams - nature of groups - dynamics of informal groups, dynamics of formal work groups, group decision-making - teams in modern work place - meaning and styles of leadership.

Unit Six 05 hrs.

Motivation - definition - nature and importance, theories - ERG Theory, Z - theory, reinforcement theory and V room theory.

Unit Seven 06 hrs.

Interactive conflict negotiation skills - Intra individual conflict - interpersonal conflict - inter group behaviour and conflict - organizational conflict and negotiation skills - stress - causes, effects and coping strategies.

Unit Eight 05 hrs.

Power and politics - definition and meaning of power - sources and bases of power - implications of power - power acquisition strategies - political implications of power.

Unit Nine 06 hrs.

Organisational culture creating and maintaining culture - organizational change and development - managing change - resistance to change - building support for change.

Understanding organisational development - characteristics of OD - OD process - benefits and limitations of OD.

Unit Ten

04 hrs.

Organisational effectiveness - nature and approaches to organizational effectiveness - criteria for effectiveness - managerial implications

Suggested Practicals

09 hrs.

Conduct any three practicals given below or any other practical on similar lines.

1. Case study about group dynamics.
2. Role play methods can be adopted to help the students to integrate various inputs by the curriculum.
3. Attending to the practical equipment about the personality and psychological list (laboratories)
4. Group discussion and identifying the leadership quality
5. Management games

Books for Reference

1. Davis, Keeth and John W, *Human Behaviour At Work*, McGraw Hill, New York
2. Aswathappa K., *Organisational Behaviour*, Himalaya Publishing House.
3. Luthans Fred, *Organisational Behaviour*, McGraw Hill, New York.
4. L.M. Prasad, *Organisational Behaviour*
5. VSP Rao and Narayan, *Organisational Behaviour*

PAPER 3
**HUMAN RESOURCE RESEARCH AND
DEVELOPMENTAL METHODOLOGIES**

Objectives

1. To understand objectives and research in HRD
2. To learn Methodology of research
3. To get acquainted with various tools employed in HRD
4. To get acquainted with research and development to identify areas of human development

Total Hours: 56

Unit One

History/Evolution, Management

02 hrs.

Unit Two

Academic Research, scientific research, social science research, - descriptive, explanatory and evaluatory research, - research frame work, research reporting

05 hrs.

Unit Three

Action Research, - question/problem, logicity and rationality, strengths and weaknesses, totality of theory, - research planning, relevance of previous knowledge, analytical frame work, systems of analysis, conclusions

05 hrs.

Unit Four

Research Methodologies - sampling, error of sampling, scales, administration, compilation, statistics, charts, histograms, pie charts, bar graphs, correlation, regression, statistical tools, six sigma, hypothesis testing

05 hrs.

Unit Five

Organisations - academic and corporate, consultancy firms, social organizations, Indian Institutions

05 hrs.

Unit Six

Research synthesis - dimensions, concepts, study designs, investigations, explanations, analysis, discoveries, recommendations, implementation, evaluation

05 hrs.

Unit Seven

HR Tools - Personality tests, Tests - Myers Briggs Type Indicator, FIRO - B, Games, Instruments. Case studies, Role play/Simulations, In Basket exercises. Paper-centred discussions

05 hrs.

Unit Eight

Experiential learning - designs, method of administration, learning relevance, field testing, impact studies, entry-exit studies, ratings and scales

05 hrs.

Unit Nine

Developmental Methodologies - Bench Marking, Surveys - customer satisfaction, employee satisfaction, industry analysis, employee capacity studies

05 hrs.

Unit Ten

Research ethics and philosophies - purposes, objectivity, value influences, principle-centredness, human-centredness, being-centredness

05 hrs.

09 hrs.

Suggested Practicals

Conduct any three practicals given below or any other practical on similar lines.

1. Preparing a set of HR tools for research project in an influence process for a change in behaviour, attitude or values
2. Preparing a research design for a skill development programme to increase effectiveness and success
3. Designing a research project for study of impact of training and development conducted for a specific period
4. Designing and preparing an entry-exit study for an human resource development programme
5. Designing a three year research programme on human empowerment through HR interventions.

Books for Reference

1. Ford, *Scientific Method for Ecological Research*, Cambridge University Press, Cambridge, ED 2000.
2. Ticehurst, GW and Veal, *Business Research Methods: A Managerial Approach*, Longman, Sydney AJ 1999.
3. Cleveland, *Visualising Data*, Hobart Press, New Jersey, WS 1993.
4. Holland, PW 1986, *Statistics and Casual Inference*, Journal of the American Statistical Association, 81: 945 - 970.
5. Bouma GD 2000, *The Research Process*, Oxford University Press, Melbourne.
6. Creswell, A *Quantitative Method in Research Design: Qualitative and Quantitative Approaches*, California, JW 2000.

HUMAN RESOURCE MANAGEMENT – III SEMESTER

Objectives:

1. To provide an introductory overview of Human Resource Management.
2. To well acquaint with human resource Management method to create high performance work system.

Total Number of Hours : 56

Unit 1:

- 5 Hrs.

Introduction to HRM, significance, evolution and development of HRM, objectives of HRM, functions of HRM.

Unit 2: Human Resource Planning

- 5 Hrs.

Meaning, definition, importance of HRP, factors affecting HRP, Requisites for successful HRP, Barriers to HRP.

Unit 3: Job analysis and Job design

- 6 Hrs.

Meaning, definition, process of job analysis, Job design- Factors affecting job designing, contemporary issues in job designing.

Unit 4: Recruitment, selection, induction and placement

- 6 Hrs.

Meaning, definition, recruitment process, sources of recruitment, selection process, steps in induction programs, placement, importance of induction and placement.

Unit 5: Career planning and Development

- 5Hrs.

Introduction, important elements of career, significance and advantages of career development. Steps in career planning process.

Unit 6: Training and Development

- 6 Hrs.

Introduction, need for training, training process, training methods , e-Learning

Unit 7: Performance Appraisal

- 6 Hrs.

Meaning, definition, objectives, techniques of performance appraisal.

BA (HRD)

Unit 8: Employee mobility

- 6Hrs.

Transfer, types of transfer, limitations. Promotions-forms of promotion, elements of promotion, basis of promotion.

Unit 9: Human Resource Information System

Introduction, objectives of HRIS, stages in development of HRIS.

- 6 Hrs.

Unit 10: Human Resource Auditing

- 5Hrs.

Introduction, Objectives, Advantages of HR audit, Areas.

References:

1. Human Resource Management -K.Ashwathappa, TATA Mc.Graw Hill, New Delhi-2008
2. Human resource Management -Deepak Kumar Bhattacharya, Excel Books, New Delhi-2006
3. Essentials of HRM - P.Subbarao, Himalaya Publishing House, Mumbai 2007
4. Human resource Management - C.B.Guptha, Sulthan Chand & Sons, New Delhi,2009
5. Human resource Management - S.S.Khanka, S. Chand & Co., New Delhi,2009

Semester IV
Group II

60

Mangalore University

PAPER I FINANCIAL MANAGEMENT

Objectives

1. To make the students understand relevance of finance for an organization.
2. To teach basic concepts of financial management.
3. To prepare the students to use financial management concepts in managing an organisation.
4. To prepare the students to apply cost benefit analysis for different projects.
5. To prepare the students to analyse financial viability of a project/proposal.

Total Hours: 56

Unit One

03 hrs.

Nature and Scope of Financial Management - scope of financial functions - Importance of finance functions - organisational structure for finance function

Unit Two

03 hrs.

Changing role of finance executives - objectives of financial management - financial decisions - financial management and human resource management - their relative importance and complementarity

Unit Three

04 hrs.

Sources of finance - short term, and long term services

Unit Four

06 hrs.

Time value of money - present value and future value - present value of rupee - present value of annuity - concept of cost of capital, methods of calculation of cost of capital

Unit Five

08 hrs.

Nature and scope of capital budgeting - importance of capital budgeting - capital budgeting process - investment criteria - pay-back period - accounting rate of return - net present value method - internal rate of return - profitability index methods.

Unit Six

04 hrs.

Leverage Analysis - financial leverage and operating leverage

Unit Seven

05 hrs.

Capital structure - meaning - importance - determinants of capital structure - features of appropriate capital structure

Unit Eight

06 hrs.

The concept of working capital - importance of business and industry - concept of operating cycle - stages of operating cycle - determination of working capital needs.

Unit Nine

04 hrs.

Management of cash and receivables - motives for holding cash - cash planning - managing cash flows - optimum level of cash - reasons for extending credit - optimum credit policy - cost vs. benefit of credit - credit terms - collection policy - credit information and monitoring credit.

Unit Ten

04 hrs.

Management of inventory - objectives for holding inventory - concepts of maximum level, minimum level, safety stock, re-order level and economic order quantity.

Suggested Practicals

09 hrs.

Conduct any three practicals given below or any other practical on similar lines.

1. Organisation structure for finance function in manufacturing service and educational institution
2. How investment decisions involving large capital outlay are made in organizations - whether any capital budgeting and time value of money concepts used.
3. Computations of cost of capital for various sources of finance.
4. Study of capital structure in organizations.
5. Computations of cash flows (inflows and outflows) for evaluation of long term investment proposals.
6. Management of cash, receivables and inventory in organizations.
7. Making cost-benefit analysis of projects

Books for reference

1. I.M. Pandey, *Financial Management*, Vikas Publishing House
2. M.Y. Khan and P.K. Jain, *Financial Management*, Tata Mcgraw Hill Publishing Company
3. Rathnam P.V., *Principles of Financial Management*
4. R.K. Sharma and Shashi K.Gupta, *Elements of Financial Management*, Kalyani Publishing House
5. Horne Vau, *Financial Management and Policy*, Prentice Hall of India
6. Horne Vau and Wachowier Jr., *Fundamentals of Financial Management*

EMPLOYEE RELATIONS Semester-IV

Objectives:

1. To create awareness among the students on new HR initiatives.
2. To familiarize students with industrial regulations and dispute settlements.
3. To acquaint the students with the basic concepts of the discipline.

Total Number of Hours : 56

Unit-1 **- 5 hrs.**

Employee Relation-Meaning- definition-objectives-emerging trends.

Unit 2 **- 5 hrs.**

Employee Involvement, encouragement & engagement -
1) Socio technical Development 2) Work life balance 3) Flexi time 4) Global exposure 5) Long service rewards 6) Telecommuting 7) Convenience of employees / spouse 8) Reward for good suggestions 9) Intrapreneurship 10) Employee participation in social development (11) Quality Circles (12) Kaizen.

Unit 3 **- 6 hrs.**

Discipline - Meaning and definition - objectives - types - principles for maintenance of discipline -disciplinary procedure - causes of indiscipline.

Unit 4 **- 6 hrs.**

Industrial disputes - meaning - causes & effects - settlement of industrial disputes - voluntary and legal methods - conciliation - arbitration and adjudication - major provisions of Industrial Disputes Act 1947.

Unit 5 **- 6 hrs.**

Employee grievances - Meaning - definition- causes -types - grievance handling procedures.

Unit 6 **- 6 hrs.**

Wage and salary administration - factors influencing wage and salary structure - monetary and non-monetary benefits - Minimum Wages Act, 1948

- 6 hrs.

Unit 7

Industrial Relations - Meaning, definition - objectives - approaches to industrial relations - growth and development of industrial relations - voluntary and legalistic approach - industrial relations and human relations.

- 6 hrs

Unit 8

Trade Unions - Meaning, definition, objectives, functions, growth and development of trade unions. Trade union movement in India - problems of trade unions - the major provisions of Trade Union Act, 1926.

- 5 hrs.

Unit 9

Collective Bargaining - Meaning - objectives - process and conditions for the success of collective bargaining.

- 5 hrs.

Unit 10

Workers participation in management - meaning, objectives - types and evaluation of workers participation in management.

Books for reference

1. Memoria C.B., Personnel Management, Himalaya Publishing House, Mumbai, 26th edition, 2006
2. Flippo Edwin B., Personnel Management. McGraw Hill Book Company, New York, 1984, 6th edition
3. Subba Rao P., Essentials of HRM and IR - Text, cases and games. Himalaya Publishing House, Mumbai, 3rd Revised edition, 2009
4. Tripathi, Personnel Management and Industrial Relations, Sulthan Chand & Sons, New Delhi, 9th Revised edition, 2003.
5. Dale, Yoder, Personnel Management and Industrial Relations, Prentice -Hall of India Pvt. Ltd., New Delhi, 6TH edition, 1979

Administration & Management of NGO - IVth Semester

Objectives:

1. To acquaint the students with managing of an NGO.
2. To explain the procedures for starting & managing an NGO.

Total Number of Hours : 56

UNIT – 1

- 5 hours

Nature scope and Role of NGO's – Meaning – Definition of voluntary Agencies – Types – Role of NGO's – NGO's advantages & disadvantages.

UNIT – 2

- 6 hours

Features, issues & Essentials of NGO's – Important features of NGO's – skills required to run an NGO – Integrating NGO & governmental action – NGO Networking.

UNIT – 3

- 7 hours

Genesis, Growth & Development of NGO's – Creation of an NGO trust – creation of an NGO under society Registration Act.

UNIT – 4

- 4 hours

Role of NGO in India

UNIT – 5

- 7 hours

Financial Administration & Management of an NGO. Introduction, Eligibility for seeking grants from the Government – seeking grants from foreign sources.

UNIT – 6

- 6 hours

Procedural guidelines of submission of Application – Guidelines for selection – Fund release & Monitoring, Maintenance of Accounts & Audit.

UNIT – 7

- 8 hours

Administration of NGO's- Policy Making in NGO's Membership, Composition of general body & its Members, Disqualification of a Member , classification of Member, founder Members, life members, ordinary Members.

BA (HRD) .
UNIT – 8

- 6 hours

Implementation of NGO Program & Projects – Evaluation of Projects under centrally sponsored schemes.

UNIT- 9

- 4 hours

Manpower Planning – Insufficient utilization of project personnel –smooth progress of NGO Project –C

UNIT –10

- 3 hours

Challenges of NGO's in the New Millennium

References:

1. NGO Management- B.R.Nanda, Surendra Kumar & Sons, 2011
2. An introduction to NGO Accountability- Aswal - Cyber Tech Publications,2011
3. Globalisation of NGO - R.K.Gupta, Mahaveer & Sons 2009.
4. Administration & Management of NGO's - S.L.Goel R.Kumar, Deep & Deep Publications, New Delhi, 2005.
5. Social Welfare & Administration- Paul Chaudhary, Atmaram and Sons, 1992, New Delhi.
6. Social Welfare & Administration in India- D.R.Sachdev, Kitab Mahal Publications, Alahabad, 2006.

Semester V
Group II

Mangalore University

PAPER 53
STRATEGIC MANAGEMENT AND CORPORATE POLICIES**Objectives**

1. To facilitate students to understand present management strategies and policies.
2. To teach the basic concepts and policies.
3. To make students to understand and apply these techniques in day-to-day management policies and practices.
4. To prepare students to use these concepts efficiently and effectively for the success of the organization.
5. To facilitate the users to apply policies and strategies in their business problems.

Total Hours: 56

Unit OneIntroduction to corporate policy - meaning, definition, importance, merits and demerits - conceptual framework of corporate policy and its importance in organizational effectiveness. 05 hrs.**Unit Two**Dimensions of strategic decisions - Levels of strategy general strategic management process - components of strategic decision making. 04 hrs.**Unit Three**Strategic planning - definition, purpose, merits and demerits of strategic planning - distinction between different types of planning - role of strategic planning in organization. 05 hrs.**Unit Four**Formal strategic planning process - drawing up of vision, mission, goals and objectives - purpose of vision, mission, goals and objectives, types of goals. 04 hrs.**Unit Five**Internal and external environmental analysis - need for environmental analysis - dynamics of environment - characteristics of environment - SWOT analysis, PEST analysis, corporate capability analysis and core competence. 07 hrs.**Unit Six**Strategic formulation - strategic decision framework, SBU's - concept, application, merits and demerits of SBU's. 04 hrs.**Unit Seven**Strategic alternatives (choices) - developing strategic alternatives - choices like stability, growth, retrenchment and combination strategy - forward and backward integration choices - diversification strategies. 07 hrs.

Unit Eight 03 hrs.
Choice of strategy - introduction to BCG model, its importance and application

Unit Nine 05 hrs.
Strategy implementation - implementation requisites - organisation structure and design - importance of human elements in strategic implementation - role of leadership and resource allocation

Unit Ten 03 hrs.
Criteria for evaluation and feedback system

Suggested Practicals 09 hrs.
Conduct three practicals suggested below or any other practical on similar lines.

1. General case study analysis
2. Group case presentation (specific to any area)
3. Application of various strategic choices (case)

Books for Reference

1. Ghosh P.K., *Strategic Planning And Management*, Sultan Chand
2. Kazmi Azim, *Business Policy*
3. Ghosh P.K., *Business Policy*, Sultan Chand
4. Cherunilam Francis, *Business and Government*, Himalaya Publishing House
5. Peasee and Robinson, *Strategic Management*, Business week edition
6. Cherunilam Francis, *Business Environment*.

Strategic Human Resource Management-V Semester

Objectives:

- To cater to the needs of management student who wish to move from general HR approach to strategic approach.
- To provide linkages of business strategies to HR strategies.
- To equip the students with the tools & techniques essential as strategic contribution of HRM.
- To focus on issues on how HR function can create an alignment with business strategy & contribution to business performance.-

Total Number of Hours : 56
- 5 Hrs.

Unit - 1

HR - A Strategic Perspective

Introduction, definition of SHRM, Need and Importance of SHRM, Difference between traditional HRM and SHRM, Linking HR strategy with business strategy.

Unit -2

Challenges in Impact of technology - Telecommuting, e-HR, Employee surveillance and Monitoring, Ethical Behavior, Generational Diversity.

- 6 Hrs.

Unit - 3

Strategic Human Resource Planning:
Overview, Strategic role of Human Resource Planning.

- 6 Hrs.

Unit - 4

Introduction to job designing and Redesigning, characteristics & Benefits of designing. Job redesign movement - QWL., Strategic approach to Job redesign.

- 6 Hrs.

Unit - 5

Strategic Recruitment, selection and Retention. HR strategy and Recruitment & selection. Online Recruitment - Growth and Advantages, Outsourcing Recruitment, Head hunting, Retention-Methods of Retention, challenges in employee Retention.

- 7 Hrs

Unit - 6

Strategizing Training :-

Introduction, Linkage between business strategy & training, cross cultural training, New development in Training & Development, Technology & Training, Computer based training, Distance training and Video conference.

- 5 Hrs.

BA (HRD)

Unit – 7

- 6 Hrs.

Reward and Compensation Strategies:

Introduction – skill based pay, Broad banding –Benefits, Uses and limitations, Profit and gain sharing, ESOPs.

Unit – 8

- 5 Hrs.

Performance Management Strategies: Meaning, need, 360* performance appraisal – benefits and Limitations, Performance Management System, Technology and Performance Management -strategic linkage of performance Management.

Unit – 9

- 5 Hrs.

Developing HR as a strategic value addition function - gaining competitive advantage through HR, changing role of HR, Future of HR.

Unit-10: Strategic Human Resource Development

- 5 Hrs

Introduction, needs, Characteristics, Steps for Designing SHRD

References :

1. "Strategic Human Resource Mgt" - Minakshi Kishore, Wisdom Publications-New Delhi-2007
2. "Strategic Human Resource Mgt" - Tanuja Agarwal – Oxford University Press, New Delhi-2007
3. "Strategic Human Resource Mgt" -Rajib Lochan Dhar – Excel Books, New Delhi-2009
4. "Strategic Human Resource Development" - Srinivas R. Khandula – Prentice Hall of India Pvt. Ltd. , New Delhi-2006
5. "Strategic Human Resource Mgt" - Jeffrey A. Mello, Thomson- South-Western-Australia-2007
6. "Strategic Human Resource Management- A General Managerial Approach" Charles R Greer, Pearson Education, New Delhi , Second Edition.
7. "Strategic Human Resource Management- An Indian Perspective"- Anuradha Sharma & Aradhana Khandekar, Response Books , New Delhi, 2006.
8. HRD- Theory and Practice, Tapomoy Deb, Ane Books, NewDelhi, 2006

PRINCIPLES OF TRAINING AND DEVELOPMENT V SEMESTER

Objectives:

1. To provide in-depth knowledge into the issues related to the trainee, the trainer and organization in the context of training and learning process.
2. To provide inputs on assessment and evaluation of training programme which is essential to determine training effectiveness

	Total Number of Hours
	: 56
Unit-1: Overview of training Concepts, Principles, Process and Training skills	- 5 hrs
Unit- 2: Learning Meaning, Process and factors influencing learning	- 5 hrs
Unit-3: Training need analysis Concept, Objectives, Process, Benefits, Types.	- 5 hrs
Unit-4: Designing effective training and development programme Importance, Factors and process	- 6 hrs
Unit-5: Training Aids Meaning, Significance, characteristics and types	- 6 hrs
Unit-6: Training Methods On the job methods, Classroom methods, Interaction methods.	- 6 hrs
Unit-7: Training and development strategies Concepts, Cross cultural training, Multi skilling	- 6 hrs
Unit-8: Evaluation of training and development Concept, Types, Objectives and Process	- 7 hrs
Unit-9: Mentoring Concept, Significance, Process and mentors' role.	- 5 hrs
Unit-10: Recent trends in training and development - Technology and training - E-Training	- 6 hrs

BOOKS FOR REFERENCE

1. Training and Development India, New Delhi, 2006 → Tapmoy Deb, Ane Books
2. Training and Development Books, New Delhi, 2007 → C. Pandu Naik, Excel
3. Advanced techniques for Training and Development → A Landale, Infinity Book, New Delhi, 2006
4. Strategic Human Resource Management → Tanuja Agarwal, Oxford University Press, New Delhi, 2007
5. Strategic Human Resource Management → Rajib Lochan Dhar, Excel Books, New Delhi, 2008

Semester ^v
Group II

Mangalore University

PAPER 3
BUSINESS LAW

Objectives

1. To make the students understand the basic rules in business.
2. To make the students to observe a code of conduct or set of rules in managing a business or a company.
3. To prepare the students to float a company on their own.
4. To make the students understand the rules and principles which regulate our relation with state and other individuals.
5. To encourage students for investments and administration in a company.

Total Hours: 56

Unit One

Law of contract Indian Contract Act, 1872 - definition, nature and essential elements of contract
- Performance of contract - breach of contract - remedies for breach of contract.

07 hrs.

Unit Two

The Sale of Goods Act - Definition - Essentials of valid sale - conditions and warranties.

04 hrs.

Unit Three

The Negotiable Instruments Act - definition - types of negotiable instruments - promissory note.
bills of exchange - crossing and endorsement

06 hrs.

Unit Four

Law of Indemnity and guarantee - indemnity - definition and essentials - rights of indemnity holder
- rights of indemnifier - definition and essentials of guarantee - rights and liabilities of sureties.

04 hrs.

Unit Five

Bailment and pledge - bailment - definition and essentials - rights, duties and liabilities of a bailee
and bailor - lien on goods - pledge - definition - rights and liabilities of Pawnor and Pawnee

02 hrs.

Unit Six

Law of agency - appointment of agents - classification of agents - rights of agents - termination of
agency - ratification by the principal

02 hrs.

Unit Seven

Corporate Law - introduction - types and features of different types of companies - incorporation of
a company - statutory documents - Memorandum of Association - Articles of Association -
prospectus - register of member - register of charges

06 hrs.

Unit Eight

09 hrs.

Membership, management and meetings - acquisition of membership, rights and liabilities of members - constitution of Board of Directors - kinds of Directors and their rights and duties - remuneration of Directors - different kinds of meetings - motions and resolutions

Unit Nine

04 hrs.

Issue of capital - kinds of shares and debentures - share certificates and share warranty - calls on shares and forfeiture of shares - transfer, transmission of shares - buy-back by the company

Unit Ten

04 hrs.

Company law board and stock exchange - company law board - constitution and powers - stock exchange - functions - role of SEBI in regulating stock market

Suggested Practicals

09 hrs.

Conduct any three practicals given below or any other practical on similar lines.

1. Studying the contractual obligation in different situations
2. Drafting the notices and minutes of a company meeting
3. Visit to a stock exchange
4. Visit to trial courts and observe the proceedings and recording the evidence.
5. Crossing a cheque and bill of exchange
6. Critical evaluation of the judgments reported in All India Reporter relevant to the subject.

Books for Reference

1. Bulchandani K.A., *business Law*, Himalaya Publishing House, Bangalore
2. Kapoor N.D., *mercantile Law*
3. Ramaiiah, *Companies Act*

Corporate Communication and Public Relations V Semester

Objectives:

1. To acquaint the students with the recent techniques of corporate communication.
2. To familiarize the students with the business correspondence to meet the challenges in the global market.

Total Number of Hours : 56

UNIT 1:	- 6 Hrs.
Communication and Mass Communication - meaning, definition and scope, choice of communication channels, communication strategy.	
UNIT 2:	- 6 Hrs.
Introduction to Communication Theory	
UNIT 3:	- 8 Hrs.
Definition and importance of Business Communication, Interpersonal/intrapersonal Business Communication, Business correspondence: Business letters/reports.	
UNIT 4:	- 7 Hrs.
Channels of communication, Means or media of communication, Verbal & Non verbal, body language, sign language.	
UNIT 5:	- 5 Hrs.
Definition, scope and functions of Corporate Communication	
UNIT 6:	- 5 Hrs.
Corporate identity, philosophy, image - Corporate Culture, Philanthropy, public accountability.	
UNIT 7:	- 5 Hrs.
Theory and practice of Public Relations, definition, role and functions	

BA (HRD)

UNIT 8: Public Relations in changing social and political environment - 5 Hrs.

UNIT 9: Art of persuasion, feed back, campaign planning and strategies - 5 Hrs.

UNIT 10: Types and Tools of PR. Counseling, Crisis/Disaster Management in the corporate world. - 4 Hrs.

References :

1. Business Communication Today - Boveen and Thill (1995), Prentice Hall, New York, 2009
2. Business Communication - Asha Kaul (2000), New Delhi, Prentice Hall
3. Effective Business Communication - Murphy and Hildebrandt (1991), New York: McGraw Hill
4. Communication Theory : Eastern and Western perspective- Lawrence D. Kincaid, Academic Press, 1999
5. Public Relations : Cases and Problems – B.Canfield and Moore Homewood III, Irwin Publications
6. Corporate Communication : Principles, Techniques and Strategies, Sandra Oliver, Kogan Page, 1997
7. Public Relations – a Scientific Approach – Baldev Sahai, New Delhi : Standing Conference of Public Enterprises, 1980
8. Handbook of Public Relations in India – D.S. Mehta, Allied Publishers Limited (1998).
9. Public Relations – Frank Jefkins, Financial Times/ Prentice Hall (1998).
10. Effective Public Relations – Scott M Culti and Allen H Center, Prentice Hall, 2008

Business Ethics and Corporate Governance-V semester

Objectives:

1. Provide clarity and insights into concepts of business ethics and corporate governance.
2. Inculcate high level of integrity and create moral and social awareness.

Total Number of Hours : 56

UNIT- 1

- 6 hours

Meaning and Nature of Business Ethics, Business Ethics for Managers/organizations – Importance

UNIT – 2

- 5 hours

Managing Ethical Dilemmas – Myths about business ethics, Ethical Decision – Making Ethical Reasoning – Ethical issues and Dilemmas in organizations

UNIT- 3

- 5 hours

Professionals & Ethics-Ethical Role of Professionals – Principles of Professional Ethics-Focus in Professional Ethics –work culture

UNIT- 4

- 5 hours

Code of Conduct of Ethics for Professional association – Ethical use of power.

UNIT-5

- 7 hours

Ethics in HRM –cash and incentive plans– Discrimination- Race and Disability – Employment Issues- Privacy issues-Restructuring and Lay offs- wages Empowerment- Empowerment of the weakest – Unique and Balance of Power.

UNIT – 6

- 6 hours

Ethics in E-governance, BPO, BT, Health care and Pharma, Business- Introduction to E- commerce, Ethical concerns in E-Commerce and BPO sector , Bio-Technology Industries, BT & IT

BA (HRD)

UNIT -7

- 5 hours

Ethical Leadership- need and Importance – Dimensions of Ethical Leadership

UNIT - 8

- 6 hours

Corporate Governance & Professional Ethics- Corporate Governance –Basic Ingredients – Factors for organization success-Better corporate Governance – Some critical areas

UNIT -9

- 5 hours

Corporate Excellence –features of good corporate Governance – Evaluation for Improved corporate Governance,

UNIT - 10

- 6 hours

Protection of Stakeholders- Business & Environmental Ethics – consumer Protection – Building corporate Image-Business Ethics in knowledge economy.

References :

1. Business Ethics and Corporate Governance –S.K.Bhatia, Deep & Deep Publications Pvt. Ltd., New Delhi-2005
2. Business Ethics : Managing corporate citizenship & sustainability in the age of globalization – Andrew Crane, Dirk Matten – Second edition, Oxford University Press, New Delhi, 2007.
3. Business Ethics – concepts and cases – Manuel G.Velasquez -Sixth Edition-Prentice-Hall of India Pvt..Ltd, New Delhi, 2008
4. Business Ethics – Ethical Decision making and cases- O.C.Ferrell, John Paul Fraedrich, Linda Ferrell -Sixth edition–Biztantra, An imprint of Dreamtech Press-New Delhi-2006
5. Business Ethics – A stake holder and Issues Management Approach – Joseph W.Weiss-3rd edition-Thomson South-Western, Australia-2006

Management Information System - VI Semester

Objectives:

1. To improve the students to apply computer information system for the benefit of management and organization.
2. To prepare the students to use information concepts effectively and efficiently and to overcome bottlenecks.
3. To prepare the end users to know about the latest development in the present information revolution.

Total Number of Hours : 56

Unit -1: Management Information Systems - 5 hours

Evolution of MIS –Growth of MIS –Theories of Evolution of MIS – Characteristics of MIS –subsystems of MIS- Executive Information system – Information Resource Management – Role of MIS –Enterprise Information Systems.

Unit – 2: Concepts of Information - 5 hours

Data and Information –Business Data Processing – Features of Information – Types of Information- Data Reduction – Quality of Information –Value of Information –Management Information.

Unit- 3: System concepts - 7 hours

Characteristics of system –Types of system- control in systems-system concepts applied to MIS – Multiple Approaches to structure of MIS – Organizational function & Information Requirement – levels of Management activity & Information requirement –synthesis of MIS structure-Extent of Integration of Information systems – man machine interaction – Information Network.

Unit - 4: Transaction Processing System - 5 hours

Transaction Processing cycle – Features of TPS,-Transaction Documents – Transaction Processing Modes –Functional TPS.

Unit-5: Decision support systems & Expert system - 8 hours

Types of DSS –Characteristics of DSS – Components of DSS –DSS Tools for different level of Management – DSS capabilities –Group Decision Support systems – Expert system – components of ES –Advantages of ES – limitation of ES –Examples of ES.

Unit -6: Enterprise Resource Planning & Role of computers in MIS - 6 hours

Evolution of ERP – MRP II Activities – popular ERP Packages – Functionalities of SAP R/3-Baar ERP modules –Information Integration through ERP-ERP implementation –ERP configuration & customization - Role of computer in functional information systems –production Information system –Marketing Information system –Finance Information system -Personnel Information system.

Unit-7: Planning for MIS - 5 hours

Strategic Information System Planning, Tactical Information system Planning – Operational Information system planning –Approaches to Information system Planning – challenges in Information system Planning – Principles of IS planning.

Unit – 8: Social & legal aspects of computerization - 5 hours

Moral dimensions of Information Technology use- social Issues- Computer crimes, Impact of computer on Individuals, Organizations & Society – Security Issues – Security Measures –Viruses & Worms.

Unit – 9: The Internet - 5 hours

History of the Internet –WWW- Navigation Tools – Portals & Vortals –core features of the Internet –The Internet & the Business – security on Internet.

Unit-10: E-Commerce - 5 hours

Types of Electronic commerce –EDI – Business opportunities on the Internet – Threats from the Internet –Based e-commerce – Mobile commerce.

References:-

1. MIS- Dr. P. Mohan, Himalaya Publishing House, Mumbai, 11th edition 2009
2. MIS- Gordon B. Davis, Margrethe H. Olson, 2nd edition, Tata Mc.Graw-Hill Publishing Company Ltd., New Delhi, 2008
3. MIS-Aman Jindal, Kalyani Publishers, Ludhiana, 2007
4. MIS-C.S.V. Murthy, Himalaya Publishing House, Mumbai, 3rd edition 2009
5. MIS-James A O'Brien, George M Marakas, Tata Mc.Graw-Hill Publishing Company Ltd. New Delhi, 2007 7th edition

6. MIS-Laudon, Jane P Laudon, Kenneth C Laudon, Prentice Hall of India, New Delhi, 2006, 9th edition.
7. MIS-S.Sadagopan, Prentice Hall of India, New Delhi, 2007.
8. MIS-A.K.Gupta, S Chand & Co.Ltd., New Delhi., 3rd Edition, 2008.
9. MIS-Robert Schultheis, Mary Sumner, Tata Mc.Graw-Hill Publishing Company Ltd., New Delhi, 1998, 4th edition.
10. MIS- Mahaveo Jaiswal, Monika Mital, Oxford University Press, New Delhi, 2004.

TRENDS IN HRD – VI SEMESTER

Objectives:

1. To understand and analyse different trends in HRD that have influenced both human resource development and human development
2. To help the student differentiate between trends in HRD and select and adopt them for resource development programmes.

Total Number of Hours : 56

Unit –1: Human Resource development

- 5 hrs

Concepts, Scope, Role and importance- Organization of personnel development and its functions.

Unit-2: HRD and HRM

- 5 hrs

Human resource – Concept, Nature, Its importance, Management of Human resource, Role of HRD Manager, HRM verses HRD..

Unit- 3: HRD in India

- 5 hrs

Traditional Vs Modern, Need for HRD, Problems of HRD in India

Unit-4: HRD and Quality of work life (QWL)

- 5 hrs

Concept, Approaches, Conditions for success of QWL

Unit-5: HRD and TQM

- 8 hrs

Concept, Components and implementation of TQM, TQM in India, KAIZEN approach. JIT, Benchmarking- Concepts

Unit-6: HRD and Knowledge Management

- 5 hrs

Introduction, Forms, Knowledge organization, Framing knowledge Strategies

Unit-7: Executive development

- 5 hrs

Meaning, methods, responsibility for executive development, Organization of executive development

Unit-8: Personnel problems and Employee Counseling

- 6 hrs

Labour turnover, Absenteeism, Alcoholism and drug abuse – concept.
Employee counseling – importance.

Unit-9: Employee discipline and grievance procedure

- 6 hrs

Concepts, principles of employee discipline.

grievance in industry, grievance procedure- essentials of good grievance procedure.

Unit-10: Traits approach

- 6 hrs

Stogdills theory- social, unsocial and antisocial traits, Defects of traits approach.

References :

1. Human Resource Management(Concepts & Issues) →T. N.Chabra, Dhanpat Rai & Co. VIth Revised Edition, 2010
2. Human Resource Management→ K. D. Basava, Vidyavahini Prakashan, Hubli 2005
3. Human Resource Management and Human Relation →Dr.V. P. Michael, Himalaya Publishing House , Mumbai,2008(Reprint)
4. Human Resource Management→ L. M. Prasad, Sultan Chand & Sons, 2010 [Revised]
5. Human Resource Management →C.B.Mamoria, S.V.Gankar, Himalaya Publishing House, Mumbai,2005
6. Human Resource Development→ G.D.Maheshwari, Sultan Chand & Sons, 1998
7. Human Resource Management →Scoll Snell, George Bohlander, Thomson Publications 2007
8. Human Resource Development →Uday Kumar Haldar, Oxford University , New Delhi, 2009

ORGANISATION DEVELOPMENT & MANAGEMENT OF CHANGE
VI SEMESTER

Objectives:

1. To understand the nature of organizational development as a means for bringing change in the organization.
2. To understand the process of organization development in order to make it effective.
3. To understand the reasons for resistance to change and methods to overcome such problems.
4. To understand the role of change agents in managing organizational change effectively.

Total Number of Hours : 56

Unit – 1 - 5 hrs
Understanding organization- meaning- types-features- organization & organising- significance of organization.

Unit – 2 - 6 hrs
Organization development-concepts-process of organization development-objectives-difference between OD & MD.

Unit – 3 - 6 hrs
Organisational interventions-characteristics-Implementation, Evaluation & results of O.D. interventions.

Unit – 4 - 6 hrs
Types of interventions-process & structural O.D Interventions, MBO-Meaning.

Unit – 5 - 5 hrs
Organisational Effectiveness- concepts-approaches to measure effectiveness-criteria for organization effectiveness.

Unit- 6 - 5 hrs
Organisational Design-components, Dynamic balance- Individual organization- Individual work- work organization.

Unit – 7 - 8 hrs

Organisational change-Meaning, nature, factors in organization change-process of organizational change-unfreezing, changing & refreezing (Kurt-Lewin)-planned change-structural approach-Technological approach- people approach.

Unit – 8 - 8 hrs

Managing resistance to change- sources of individual & organizational change-continuum of resistance to change – Implementing change in organization – (07 steps).

Unit – 9 - 4 hrs

Change agents- guidelines, principles, qualities, role of change agents.

Unit – 10 - 3 hrs

Futuristic scenario in O.D- SHAMROCK organization (Charles Handy) - Strategic reward Management- Model.

Reference :

1. Principles & Practice of Management – L.M.Prasad, Sulthan Chand & Publishers, Reprint-2008.
2. Human Resource Management-L.M.Prasad, Sulthan Chand & Publishers, 3rd edition 2010.
3. Management of change & O.D. (Innovative Approaches & Strategies) - S.K.Bhatia, Deep & Deep Publishers, 2005.
4. Organisation Design & Development - Concept & application- Bhupen Srivatsava, Biztantra Publishers, 2007.
5. Organisation Development- Wendell L.French- Cecil H. Bell Jr., Prentice Hall of India, 6th edition.2005

Labour Legislation - VI Semester

Objective:

To well acquaint the students with the aspects of welfare legislation

Total Number of Hours : 56

Unit – 1

- 8 Hrs.

Introduction to Labour welfare – Social security measures – Social assistance.
Social Insurance International Labor organization – Objectives & function.

Unit – 2

- 6 Hrs.

Factories Act -1948

Unit -3

- 5 Hrs.

Employee State Insurance Act 1948

Unit – 4

-5 Hrs.

Workmen's Compensation Act 1923

Unit – 5

- 5 Hrs.

Employees Provident fund & Miscellaneous Provisions Act -1952

Unit -6

- 5 Hrs.

The Industrial Employment (Standing Orders) Act -1946

Unit -7

- 5 Hrs.

Maternity Benefit Act - 1961

Unit – 8

- 5 Hrs.

Payment of Bonus Act -1965

Unit -9

- 6 Hrs.

Payment of Gratuity Act - 1972

Labour Legislation - VI Semester

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Employee State Insurance Act 1948

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-5 Hrs.

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- 5 Hrs.

Employees Provident fund & Miscellaneous Provisions Act -1952

Unit -6

- 5 Hrs.

The Industrial Employment (Standing Orders) Act -1946

Unit -7

- 5 Hrs.

Maternity Benefit Act - 1961

Unit – 8

- 5 Hrs.

Payment of Bonus Act -1965

Unit -9

- 6 Hrs.

Payment of Gratuity Act - 1972

Unit – 7

- 8 hrs

Organisational change-Meaning, nature, factors in organization change-process of organizational change-unfreezing, changing & refreezing (Kurt-Lewin)-planned change-structural approach-Technological approach- people approach.

Unit – 8

- 8 hrs

Managing resistance to change- sources of individual & organizational change-continuum of resistance to change – Implementing change in organization – (07 steps).

Unit – 9

- 4 hrs

Change agents- guidelines, principles, qualities, role of change agents.

Unit – 10

- 3 hrs

Futuristic scenario in O.D- SHAMROCK organization (Charles Handy) - Strategic reward Management- Model.

Reference :

1. Principles & Practice of Management – L.M.Prasad, Sulthan Chand & Publishers, Reprint-2008.
2. Human Resource Management-L.M.Prasad, Sulthan Chand & Publishers, 3rd edition 2010.
3. Management of change & O.D. (Innovative Approaches & Strategies) - S.K.Bhatia, Deep & Deep Publishers, 2005.
4. Organisation Design & Development - Concept & application- Bhupen Srivatsava, Biztantra Publishers, 2007.
5. Organisation Development- Wendell L.French- Cecil H. Bell Jr., Prentice Hall of India, 6th edition.2005

Labour Legislation - VI Semester

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Unit -7

- 5 Hrs.

Maternity Benefit Act - 1961

Unit – 8

- 5 Hrs.

Payment of Bonus Act -1965

Unit -9

- 6 Hrs.

Payment of Gratuity Act - 1972

Unit 10

- 6 Hrs

Equal Remuneration Act - 1956

References:

1. Industrial and Labour Laws –S.P.Jain, Dhanpath Rai & Co. Pvt. Ltd, New Delhi, 2004
2. Labour & Industrial Laws, Dr. V.G.Goswami, Central Law Agency, Alahabad, 2008
3. Labour & Industrial Laws _ S.N.Mishra, Central Law Publication, Alahabad-2009
4. Labour Welfare, Trade Unionism & Industrial Relations by Punekar, Deodhar, Sankaran, Himalaya Publishing House, Mumbai-2008
5. S M Chaturvedi, Labour and Industrial Law, Central Law Agency, Allahabad. Second Edition.

GLOBAL HRM -VI SEMESTER

Objectives:

1. To ensure an international look with respect to local sensitivities.
2. Spread cross cultural sensitivities and awareness amongst managers and employees across the globe.

Total Number of Hours : 56

Unit-1: International HRM

- 6 hrs

Meaning, Concepts, Factors affecting IHRM, Differences between domestic and International Business, Advantages and problems in IHRM.

Unit-2: International human resource planning

- 6 hrs

Meaning, types of International Human Resources-permanent, medium and long term, short term, indirect, International division of labour, Necessity of different categories of employees in MNC's

Unit-3: Recruitment and selection in international context

- 6 hrs

Sources of recruitment at Macro level, Parent Country national, IIIrd Country nationals, Host Country nationals, Expatriate system in selection process by MNC's

Unit-4: International Staffing

- 5 hrs

Meaning, Approaches to multinational staffing- Ethnocentric, polycentric, geocentric and regiocentric.

Unit-5: Training and development: Global Scenario

- 5 hrs

Introduction, meaning, Reasons for training, Areas of global training and development.

Unit-6: Performance Management: Global Perspective

- 5 hrs

Introduction, meaning, Components and challenges of international Performance management.

Unit-7: International Compensation

- 7 hrs

Introduction, Objectives, Factors, Components or structure of international compensation package.

Unit-8: International Industrial relations

- 6 hrs

Introduction, Factors, Actors of international industrial relations, Concern of trade unions in MNC's.

Unit-9: Globalization

- 5 hrs

Meaning, Process, Components - globalisation of markets, production, investments and technology.

Unit-10: Ethics and Social Responsibilities: Global Perspective

- 5 hrs

Meaning and sources of ethics, Social responsibility, Meaning, Reasons for corporate social responsibility (CSR).

References :

1. International human resource Mgt. → K. Aswathappa, Sadhana Dash, TATA Mc. Graw-Hill Publishing Co.Ltd., New Delhi- [Reprint 2008]
2. International HRM → R. V. Badi, S. G. Hundekar, Vrinda Publications Pvt.Ltd., 2007
3. International HRM → P. Subbarao, Himalaya Publishing House, [Reprint 2010]
4. International HRM → P.L. Rao, Excel Books- Published by Anurag Jain, [Reprint 2008]
5. International HRM → Peter J. Dowling, Delice E. Welch, Thomson Learning- [Reprint 2005]
6. International HRM → Dr. Nilanjan Sengupta, Dr. Mousumi S. Battacharya
Excel Books- Published by Anurag Jain, 2007