

SEMESTER ONE

1.MANAGEMENT FUNCTIONS & BEHAVIOUR

Course Objectives:

- The objective of the course is to teach managerial skills to aspiring manager or the trained managers.
- The emphasis will be on conceptual development of managerial functions & behavior.
- Managers face difficult and exciting challenges today, solid grounding in management and behavior are, therefore, essential to guide large and small, profit and non-profit organizations successfully through these turbulent times.

Learning Outcomes:

- Understand what is meant by management and managerial effectiveness
- Identify the roles which are fulfilled while working as a manager
- Identify managerial activities that contribute to managerial effectiveness
- Identify a cause of stress in managerial life from a range covering mismatches between capabilities and role, player-manager tension and everyday stressors understand time pressures and the need for time management.

Syllabus

BLOCK I: Nature of Management, Evolution of Management Thought

Concept, Nature Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories – Classical and Neo-Classical Theories, Systems Approach to organization, Modern Organization Theory.

BLOCK II: Management Functions

Planning: concepts, objectives, techniques; Organizing – Concepts, delegation, centralization & decentralization; Staffing- concepts & Characteristics; Directing – Concepts & Characteristics; Management by objective; Control & Co-ordination

BLOCK III: Individual

Learning, Perception, Personality, Conflict Management, Motivation and Job Performance, Co-ordination, Communication, Directing and Management Control, Decision Making.

BLOCK IV: Individual in the Group

Group Processes, Introduction to team, Leadership, Power and Politics,

BLOCK V: Individual in the Organization

Organizational Structure, Organizational Design, Organizational Culture, Delegation of Authority, Centralization and Decentralization.

Text & References:

- Human Relations and Organisational Behaviour, Mr. R.S. Dwivedi
- Organisational Behaviour, Mr. Sanjay Srivastav
- Essentials of Management, H. Koontz
- Principles and Practices of Management : Bakshi
- Student Study Material (SSM)
- Barat, N. 1998, Emerging issues in Management, Excel Books, India.
- Greenberg, J. & Baron, R.A. 1993, Behaviors in Organizations, Allyn and Bacon, Boston.

2. ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Objectives:

The course intends to familiarize with:

- Nature and assumptions in organizational development
- Interventions designed for organizational development
- Perspectives of as an approach, determinants of organizational design
- Role of organizational decision making
- Concepts of change management and its role in organization development

Learning Outcomes:

This course helps:

- Gain overall understanding in the historical framework of organizational development
- Acquire knowledge in interventions designed for organizational development.
- Gain understanding on action research, action research as a process and approach of organization development.
- Acquire knowledge change management and its role and needs in organization development.
- Gain insights on organization as learning system and its implications for future.

Syllabus

BLOCK I: Organizational Development: An Introduction

Nature &, Assumptions, Characteristics & Techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development.

BLOCK II: Typology of Organizational Development Interventions

Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Washboard Model.

BLOCK III: Action Research & Organizational Design

Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making

BLOCK IV: Organizational Development Interventions

Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development

BLOCK V: Change Management

Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, &, Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

Future of Organizational Development

Changing values, Cultural Models & theories of planned change, organizing for the Future, Organizations as learning systems, and Implications for future managers

Text and References:

- Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
- Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning- India, New Delhi.
- Wendell L. French and Cecil N. Bell Jr., (2008), "Organization Development and Transformation" New Delhi, Prentice Hall.

3.INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Objective

- To familiarize Learners with the concepts, institutions and approaches to Industrial Relations
- To provide knowledge in respect of Labour Laws.
- To enable learners to acquire skills and knowledge of effectively dealing with unions and promotion of harmonious relations.

Learning Outcomes:

By the end of this course, Learner's should be able to understand

- The nature and scope of labor laws
- The rationale of labor laws in organizations
- The international labor organization visa-viz the labor laws in Uganda and
- Managing employee relations at work.

Syllabus

Block I: Industrial Relations

Overview of Industrial Relations in India, Understanding impact of Globalization on Industrial Relations Environment

Block II: Trade Union Movement in India

Growth of Trade Union during pre and post Independenceperio, Laws relating to Trade Unions, Industrial Disputes and Machinery for their settlement

Block III: Labour Management Co-operation

Concept of Labour Management Co-operation, Workers participation in Management, Collective Bargaining, Grievance Resolution

Block IV: Managing Employee Discipline

Understanding Discipline and causes of indiscipline, Disciplinary Action, Suspension and Dismissal

Block V: Labour Laws

Essentials, Basics of various important provisions of Labour Law, Industrial Dispute Act, 1947, Payment of Wages Act, 1936, Industrial Employment Standing Order Act, 1946, Employees Provident Fund Act, Employees State Insurance Act, 1948, Minimum Wages Act, 1936, Contract Labour Act

Texts & References

- Giri, V.V., Labour Problems in Indian Industry, Asia Publishing House, New Delhi 1971.
- Aggarwal, S.L. Labour Relations Law in India, Atma Ram and Co, Delhi
- Mongia, J.N., Indian Labour And Social Welfare, Atama Ram & Sons, Delhi
- Shultz P.G., George and Coleman, R. J., John, Labour Problems: Cases and Readings, McGraw-Hill Book Company NC., New York, Toronto, London.
- Aggarwal, D.R., Labour Problems, Social Welfare & Security, Forward Publishing Company, New Delhi, 1996.
- Mishra, S.N., An Introduction to Labour & Industrial Laws, Allahabad Law Agency, Allahabad

4.PERFORMANCE AND COMPETENCY MANAGEMENT

Course Objectives:

This course intends to familiarise you with:

- Concepts of performance management
- Processes and models of performance evaluation for appraisal
- Competency Mapping framework and its role in performance management
- Models of competency management and factors affecting performance system

Learning Outcomes:

This course helps:

- Gain overall understanding on the concepts of performance management
- Acquire knowledge on approaches and determinants of performance management

- Gain insights on process of performance management
- Acquire knowledge on the framework of competency mapping
- Understand the concept of competency mapping as performance management tool

Syllabus

BLOCK I: Introduction to Performance Management

Conceptual Approach to Performance Management, Determinants of Job Performance: Person and System Factor, Components of Effective Performance Management, Performance Management Cycle

BLOCK II: Process of Performance Appraisal

Need And Methods for Performance Appraisal, RSDQ Model, Performance Review - Reengineering Performance Appraisal System, Performance Analysis , Performance Review Discussion , Performance Monitoring and Feedback.

BLOCK III: Competency Mapping

Concept and Definition of Role and Competency, Characteristics of Competency, Competency Versus Competence, Performance Versus Competency, Types of Competencies, Context and Relevance of Competencies in Modern Organizations.

BLOCK IV: Competency Management Framework

Macro View of Competency Management Framework, Strategic Framework, Lancaster Model of Managerial Competence, Competency Modeling Framework

BLOCK V: Competency mapping as a performance management tool

Building Competency Models, The McBer Generic Managerial Competency Model , Competency Causal Flow Model ,Factors Affecting The Human Performance System , Profiling Competency Framework for a Particular Role, Competency Gap

Text and References

- Armstrong, Michael and Berron, Angela (2008), Performance Management and Development, Jaico Publications
- Cardy Robert L. (2008), Performance Management Concepts, Skills and Exercises, Prentice Hall India
- Rao T V (2008), Performance Management and Appraisal Systems-HR Tools for Global Competitiveness, Response Books

- Sahu R K (2007) Performance Management System, Excel Books

5. QUANTITATIVE TECHNIQUES IN MANAGEMENT

Course Objectives:

This course aims to:

- Building a better understanding of the statistical tools for displaying and analyzing business data.
- Develop understanding of various mathematical and statistical models and optimization techniques used for decisions making in management.
- Let the learners be able to use MS Excel to solve mathematical problems

Learning Outcomes:

On completion of the course, learners are expected to:

- Understand the elementary concepts and techniques of how Statistical and Mathematical analysis can materially help in business decision-making.
- Get along with the concept of models of business processes, and the scope and limitations of commonly-adopted models;
- Understand the concepts of populations and samples and the use of descriptive statistical tools for population and sample description.
- To use descriptive statistics to categorize and describe the shapes of data distributions; [measures of Centrality and Variation in Data]
- Understand and be able to communicate best-practice in objective Data Visualization and Presentation

Syllabus

BLOCK I: Introduction

Introduction to descriptive statistics, Diagrammatical and Graphical representation of data, Bar diagram, Frequency Polygons, Ogives

BLOCK II: Summary Statistics

Measures of Central Tendency - Arithmetic Mean, Weighed Mean, Median and Mode. Measures of Dispersion – Range, Average Deviation, Standard Deviation, Variance and Coefficient of Variation

BLOCK III: Forecasting Techniques

Sample Correlation and Regression Analysis, Time Series Analysis – Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

BLOCK IV: Probability and Testing of Hypothesis

Introduction of Probability Theories, Concepts, Addition and Multiplication Theorems, Probability Distributions, Sampling and Sampling Distribution, Null Hypothesis and Alternative Hypothesis, t – test, F – test, Non – Parametric Tests (chi – square test)

BLOCK V : Decision Theory: Decision under Certainty, Risk and Uncertainty), Marginal Analysis, Decision Tree Analysis

Linear Programming: Introduction to Linear Programming, Formulation of LPP, Solution of LPP – graphical and Simplex method, Transportation Problems – Initial Basic Feasible solution, Test for Optimality and Transshipment, Assignment Problem and its solution

Text and References:

- Levin R.I. & Rubin S.R. 2005, Statistics for Management, 7th Ed. Prentice Hall Of India
- Taha H. A. 2007, Operations Research: An Introduction, 8th Ed. Prentice Hall of India
- Quantitative Techniques in Business by Dr. Aditham B. Rao

SEMESTER TWO

1.TALENT ACQUISITION AND DEVELOPMENT

Course Objectives

This course intends to familiarise you with:

- Concepts of recruitment, selection and retention
- Idea of development of human capital from the perspective of organizational excellence
- Process and evaluation of Training and development
- Concept of retention management

Learning Objectives:

This course helps the learners to -

- Gain overall understanding of talent management
- Acquire knowledge on job analysis and HR planning
- Gain insights on retention management
- Acquire knowledge on the process and evaluation of training and development

Syllabus

Block I Job Analysis and HR Planning

Job Analysis, Writing Job Descriptions, Job, Specification, Job Analysis in a Jobless World and Human Resource Planning and Forecasting

Block II Recruiting and Selection

Developing and Using Application Forms: The Application Blank, Information Technology and HR: Recruiting on the Internet, Global Talent Search, The Selection Process, Basic Selection Model: The Decision Theory Approach, Basic Testing Concepts and Interviewing Candidates

Block III Retention Management

Basics of Absenteeism, Turnover, Attrition and Retention of HR ,Importance of retention, Retention Determinants, Retention Management Process, Retention interventions

Block IV Process and evaluation of Training and development

Establishing objectives, preparing the parameters, designing the programs, methods, trainers and training styles, Training for Trainers, Trainer Certifications, Training Evaluation – Need for evaluation, Concept of Return on Investment, Cost – Benefit Analysis, Developing Models of Training Evaluation for Technical and Behavioural Training

Block V: Training and Development for Modern Organizations

Concept and Need for Learning Organizations, Creativity, Managing Change, Leadership, Team Playing and Effective Group Dynamics, Managing differences at workplace, Effective Communication, Managing Cultural Diversity, Sensitivity Training, Total Quality Management, Computer Based Training.

Text and References

- Dessler, G. (1997), Human Resource Management, Prentice Hall of India
- Lynton R.P and Pareek U (1990). Training for Development. Vistaar Publications, New Delhi
- Ramnarayan, S. & Rao, R.M., (1996), Managerial Dilemmas: Cases in Organizational Behaviour, Tata McGraw-Hill, India.
- Srivastava, S., (1999), Recruitment, Selection & Retention, ABS Course pack
- Wexley, K & Lathan Gary, (2002), Developing & Training HR in Organization., Prentice Hall India

2. COMPENSATION AND REWARD MANAGEMENT

Course Objectives

This course intense to famaliarise you with:

- Concepts of compensation system in an organisation
- Theory of wages, limitations of economic theories
- Concept of wage and salary administration at micro level
- Concept of incentive schemes and payment by results

Learning Objectives:

This course helps:

- Gain overall understanding of compensation and reward management
- Acquire knowledge on Indian compensation structure
- Gain insights on elements of compensation and its benefits
- Acquire knowledge on the incentive schemes
- Gain insights on current trends in compensation and reward management

Syllabus

Block I: Introduction

Concept of Compensation, System of Compensating, Concept of Reward and Reward System, Economic Theory of Wages, Limitations of Economic Theories. Wage and Salary Administration at micro level, Wage concepts, Methods of Job Evaluation, Role of various parties – Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation

Block II: Compensation Structure- Indian Practices

Salary Progression, Methods of Payment, Limitations of the Job Related Compensation, Competency based Compensations, Performance linked Compensations- Performance Appraisal

Block III: Elements of Compensation

Variable Compensation, Principles of Reward Strategy, Perquisites, Bonuses & Incentives Scope and Process, Ethical Considerations, Social Security, Sharing Productivity Gains With Employees, Gain Sharing, Team Based Pay, The Role of Compensation in Sales Force Success

Block IV: Incentive Schemes / Payment by Results

Types of Incentive Schemes/ Systems and Plans, Merits and demerits of Incentives

Block V: Benefits, Services and Current Trends

Concept of Benefit- Strategic Perspectives on Benefits, Type of Benefits, Factor influencing choice of benefit package, Administration of Benefits and Services

Current Trends in Compensation and Reward Management: Elements of Managerial Compensation- A New Approach, VRS, Pay the Person, Rewarding Excellence, Individualizing the Pay System.

Text and References

- Armstrong Michael & Murlis Helen (2005), Reward Management A Handbook of Remuneration, Strategy and Practice, 5th Edition, Kogan Page
- Henderson Richard (2006), Compensation Management in a Knowledge - Based World, 10th Edition, Prentice Hall India
- Milkovich & Newman (2005), Compensation, 8th Edition. McGraw-Hill
- Singh B.D. (2007). Compensation and Reward Management, Excel Books, New Delhi.

3.ORGANIZATIONAL DESIGN & STRUCTURAL PROCESSES

Course Objectives

This course intends to familiarise you with:

- Nature, functioning and design of organization as social collectives
- Understand theoretical and practical insights on organizational structure and process
- Problem solving capabilities for effectively managing the organizational processes
- Perspective on new emergent organizational forms in the context of environment, systems and processes

Learning Objectives:

This course helps:

- Gain overall understanding organisational structure and process
- Acquire knowledge on theoretical and practical perspectives of organisational structure and process
- Gain insights on organisational environment
- Acquire knowledge on types of organisation and organizational effectiveness
- Gain insights on emerging organizational forms

Syllabus

Block I Overview of Organizations

Defining Organizations, Types of Organizations, Determinants of Organization Design, Parameters of Organization Design, Definition of Organizational Structure, Complexity, Formalization and Centralization

Block II Organization & Environment

Organizational Environment, Specific and General Environment, Sources of Uncertainty in Organizational Environment, Hyper-Turbulence; Networks and Business Eco-Systems; Technological Discontinuities; Paradigm Shift

Block III Types of Organization

Organization Design, Approaches to Organizational Design, Basic Challenges of Organizational Design, Organizational Design for Different Excellences, New Design Option

Block IV Organizational Effectiveness

Organizational Effectiveness- Definition, Importance and Approaches to Organizational Effectiveness - The Goal Attainment Approach, the System Approach, The Strategic Approach.

Block V Emerging Organizational Forms

Organizations as Networks/ Clusters; Self Organizing Systems; Designing for Innovation and Change.

Text and References

- Ackoff, R.L. (1999), Recreating the corporation: A Design of Organization for the 21st century. Oxford University Press.
- Banner, D.K. & Gague, T.E. (1995), Designing Effective Organizations, Sage Publications.
- Hall, R. H. (2002), Organizations: Structures, Processes and Outcomes, 8th Edition. Prentice Hall India
- Robbins Stephens (2009), Organization Structure, Design and Applications, Pearson Educationw

4.RESEARCH METHODOLOGY

Course Objectives :

- Discuss the nature and scope of marketing research.
- Define marketing research
- Explain the framework for conducting marketing research process.
- Define and understand the Research Design and process.
- Classify and discuss the various scaling techniques.
- Designing of questionnaire and methods of data collection.
- Discuss the sampling design process and techniques.
- Discuss the various techniques of data processing and analysis.

Learning Outcomes :

- Conduct the marketing research process.
- Understand the process of research design.
- Implement the correct scaling techniques.
- Understand the purpose of constructing questionnaire and methods of data collection.
- Understand the objective of choosing the right sample.

- Understand the importance of data preparation.
- Understand the procedure for selecting a data analysis strategy.

Syllabus

BLOCK I : Introduction of Research :

Research methods versus methodology; Criteria for good research problem encountered by researchers in India.

BLOCK II : Planning and formulation Research Designs :

Planning a research prospect, problem identification & formulation, Research Design: Exploratory, Descriptive & Experimental Research.

BLOCK III: Questionnaire and Form design :

Questionnaire method, Steps in constructing a Questionnaire, types of questions, Altitude measurement & scaling techniques, Ordinal, nominal, ratio, interval, scales: Likert Scale, Sampling decisions; sample selection methods- productivity & non-probability sample size.

BLOCK IV: Data Collection methods

Primary & Secondary data, Observation method, Interview method Data Collection & field force, Field work procedure, common sources of error in the field work, tabulation of collected data.

BLOCK V : Test of significance & report writing

z, t, f, x², correlation & regression techniques, Pre-writing considerations & presentation of research report.

Text & References:

- Marketing Research- An applied orientation-By Naresh K. Malhotra
- Kothari, C.R., Research Methodology, Wiley Eastern Ltd, New Delhi
- Amarchand, D. Research Methods in Commerce, Emerald Publishers, Chennai.
- Marketing Research (Text & Cases) nu Rajendra Nargundkar, Tata McGrwa Hill