THIRD SEMESTER

ORGANIZATIONAL DEVELOPMENT

MBA (PM) 301

Max Marks: 100
Internal: 30
External: 70
Time: 3 Hrs

OBJECTIVES
To acquaint students with the theory and practice of the process of organizational development, and to develop the skills in organizational effectiveness, change and climate.

CONTENTS
Organizational Development: Concepts, Scope, Historical Perspectives, Characteristics, OD process.


OD in Indian Industry


Organizational Change: Concept and Forces for Changes, Managing Planned Change, Resistance to Change, Approaches to Managing Change, Change Agents, Innovation, Empowerment

Organizational Climate: Concepts, Factors Affecting Organizational climate, Measurement of Organizational Climate

Suggested Reading
Warren G B
Organizational Development
Robert L. K. | Studies in Organizational Stress
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Richard L Selfridge & Stanley L. Sokoh | Organizational Development
Beckhar R | Organizational Development
Newton Mergelles & Rai A P | Organizational Development
Abad Ahmend | Management & Organizational Development
Rensis R L | The Human Organization
John P C | Managerial Behaviour Performance & Effectiveness
Keith Davis | Human Behaviour at Work
Warren G B | Changing Organizations
French & Bell | Organizational Development

NOTE: One case study to be given in the paper.

COMENSATIONAL PLANNING

MBA (PM) 302

Max Marks | 100
Internal | 30
External | 70
Time | 3 Hrs

OBJECTIVES
- To provide understanding of management compensation, and wage and salary administration in corporate sector and public service.
- To impart skills in formulating compensation policy and systems based on principles of equity and efficiency.

CONTENTS
- Employee Compensation Definition and Objectives. Types. Factors Effecting Employees Compensation. Employee
Compensation Planning, Problems in Compensation Planning, Behavioral Aspect of Employee Compensation,

Wage Administration: Need for a Rational Wage Policy, Components of Industrial Pay structure, Methods of Payment and Incentive Plans, Methods of Wage Fixation,

Salary Administration: Aims of Salary Administration, Principles of Salary, Formulation, Components of Salary Administration, Salary Structure, Salary Progression, Salary Administration Procedure and other Allowances, Employee’s Stock Option Plan (ESOP), Pay for performance system,

Fringe Benefits: Concept, Philosophy, Principles, Classification, Necessity and Importance of Fringe Benefits in India, Economic Justification, Fringe Benefits & Recent Job satisfaction trends in Fringe Benefits in Indian Industries, Social significance of fringe benefits,

Job Evaluation: Concept, Scope, Limitations, Methods of Job Evaluation

Job Pricing Techniques: Pricing of Managerial Jobs

Suggested Reading

Flippo Edwin B : Principles of Personnel Management
Scott W. E. Cleather : Personnel Management
R C & Springel W R
Kimball D D & Kimball J
Yoder Dale : Principles of Industrial Organization
Personnel Management & Industrial Relations
De cenzo & Robbins : Personnel/Human Resource Management
Wether & Davis : Personnel Management & Human Resource
Manoria C B : Personnel Management

NOTE : One case study is to be given in the paper
TRAVNNG AND DEVELOPMENT

MBA (PM) 303

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVE
To prepare the student for the role of future manager of training system in an organization

CONTENTS
- Training need Identification Concepts of Learning Training Education Development Importance of Training & Development in the Organization
- Setting of Training and Development Objectives
- Planning Designing Training Programmes
- Organization of a Training Department
- Training Methodology
- The Manager as a Trainer Developing Effective Trainer Qualities of an Effective Trainer
- Evolution of Training Programmes
- Finding the Effectiveness of Training
- Training and Development Activities in Indian Organizations Multi skilling Cross Functional Training Cross Cultural Training

Suggested Reading
Crang L R
Taylor & Lippitt
Dugan L
Training & Development Handbook
Management Development & Training Handbook
Approaches to Training & Development
NOTE: One case study is to be given in the paper

**INDUSTRIAL LAWS**

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<tr>
<td>MBA (PM) 304</td>
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<tr>
<td>Max Marks 100</td>
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<td>Internal 60</td>
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<td>External 40</td>
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<td>Time 3 Hrs</td>
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**OBJECTIVES**

- To impart the knowledge of the contents of laws relating to service and working conditions and labour welfare
- To enable the student to impart and apply these laws

**CONTENTS**

- Payment of Bonus Act 1965
- Employees' Provident Fund and Miscellaneous Provisions Act 1952
- Equal Remuneration Act 1976
- Employment Exchange (Compulsory Notification of Vacancies) Act 1959
- Inter State Migrant Workmen (Regulation of Employment and Conditions of Service) Act 1976
- Motor Transport Workers' Act 1961

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Sales Promotion Employees' (Condition of Service) Act 1976

Suggested Reading
Kapoor N D : Industrial Law
Malik P L : Industrial Law
Sethi K L : Indian labour Legislation
Chakraborti B K : Labour Laws in India
Misra S N : Labour & Industrial Laws
Bare Acts & Journals

FUNCTIONAL MANAGEMENT

MBA (PM) 305

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES
To develop an understanding of the concepts and techniques used in Operations/Finance/Marketing/Corporate Management
To study inter-relationship among the various functions of management

CONTENTS
Operations Management: Concept, Scope, Relationship with other Management Functions, Production Planning and Control, Inventory and Maintenance Management, Material Management, Quality Assurance and Control
Corporate Management Company - Definition and Types.
Formation of a Company - Memorandum of Association - Article of
Association - Prospectus - Share Capital - Types of Shares - Debentures

Suggested Reading
Kotler P
Khan & Jam
Levin
Van H
Singh Avtar
Datar R S
Pandey I M
Jain & Agarwal
Shalda & Gulshan

Marketing Management
Financial Management
Production-Operation Management
Fundamentals of Financial Management
Company Law
Modern Marketing Management
Financial Management
Production Management
Principles of Company Law

Sharlekor & Sharlekor - Modern Business & Management

HUMAN RESOURCE PLANNING AND ACCOUNTING

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES
To develop the analytical ability for understanding the implication
of change in the manpower situation of a company and of the availability of Human Resource within the organization and outside so as to advise and assist the authority concerned in their human Resource Planning & Development activities
To enable the students to acquire the knowledge and skills necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the HRP cell of the company

**CONTENTS**

- Human Resource Planning : Concepts and Significance
- Macro & Micro Level scenario of Human Resource Plan
- Human Resource Planning Techniques and formulation of human resource Plan under the following situations :
  (a) A Running Company with no major expansion plan
  (b) A Running Company with Major Plan for expansion, Modernization and diversification
  (c) A new Company about to be set up
- Human Resource Information System, Exit policy and practices
- Human Resource Accounting – Concept and Evolution
- Human capital – Meaning, Objectives, Nature
- Human Resource as an Asset
- Valuation of Human Resource
- Methods of Human Resource Accounting
- Human Resource Accounting Models
- Discloser of Human Resource in the Financial Statements
- Human Resource Accounting in India

**Suggested Reading**

- Agarwal D V
- Dwivedi R S
- Basota G R
- Mahapatra & Patna

Manpower Planning
Manpower Management
HRM
Managing Manpower at Work
NOTE: One case study is to be given in the paper

TRAINING REPORT AND VIVA VOCE

MBA (PM) 307
Max Marks 100

OBJECTIVE
- To enable student to take a first hand study of the functions of Personnel Department in Companies

CONTENTS
- The student will be required to submit a report on one problem in the area of personnel management / Industrial Relations / Human Resource Development which they undertook in the organization.
- The candidate will write the project report through individual observation and work experience of in plant training.

The focus would be on:
(a) Function and organization of personnel / IR / HRD dept.
(b) Actual activities and responsibilities of these executives.
(c) Identification and analysis of some major problems being experienced by the organization.
(d) Recommendations for resolving the problems