FOURTH SEMESTER

ORGANIZATIONAL DYNAMICS
(PM) 401

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES
- To provide an understanding of a small group behavior in the organization and
- To enable the students for effective leadership for motivating human behavior
- To develop skills in conflict resolution

CONTENTS
- Group Dynamics - Concept, Introduction, Group Behavior and Role Relationship, Group Norms, Group Cohesiveness, Group Think and Group Decision-Making
- Transactional Analysis
- Johari Window, FIRO-B
- Organizational Conflicts - Meaning, Features, Views, Types, Process, Managing Conflict
- Bureaucracy - Concept, Types and Characteristics, Organization Size and Bureaucracy, Bureaucracy in Indian Organization

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Suggested Readings
Mayo E
Mitchell T R
Shaw M E
Seashore S E
Jains I L
Homans G C
Scott William G
Fiedler Fred E
Das Gupta A
Glau Peter M
Singh D R
Harshey & Blanchard
Paul Harshey

The Human Problems of an Industrial Civilization
People in Organization
The Psychology of Small Group Behaviour
Group Cohesiveness in the Industrial Work Group
 Victims of Group Think
The Human Group
Organizational Theory
A Theory of Leadership Effectiveness
Business Management in India
Bureaucracy in Modern Society
Bureaucratic Structure
Group Dynamics
Organization & Behaviour

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

PERSONNEL POLICIES

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES
- To develop an understanding of formulating and developing personnel policies for the organization
- To enable student to participate in the formation of policies of the personnel
CONTENTS


Selection – Hiring college students; Racial Discrimination; Selection of Salesmen; Selection Policies- Selection from Within or Outside the Company; Hiring New Employees from Outside the Company; Promotion within the Company; Discharge of Old Employees

Compensation – Amount and Method of Payment; Basic Component; Relation of Wages to the Market, Relation of Pay for Different Jobs within the Company; Differences in Individual Performances; Administration of Wage Plan Method of Wage Payment- Profits Sharing Plan arrangement for Work- Hour of Work; Vacation Working conditions.

Jobs Design- Job Description Meaning; Use; Content Writing Style; Job Specification-Meaning, Use; Content; Job Analysis-Meaning and Methods

Employees Services sponsoring Social and Recreational activities; Providing Protection against some of the Financial Risk of the Employee

Suggested Reading

Yoder Dale
Yoder Dale
Agarwal R D
Goyal Ramesh C
Charies A & Mayers
Sch eer Wilbest E
Ghosh P
Personnel Management & Industrial Relation
Personnel Principles & Policies
Dynamics of Personnel Management in India
Management of Personnel
Personnel Director’s Handbook
Personnel Administration in India

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

MBA (PM) 403

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES

To appraise the student of the multi-dimensional complexities of trade unions in India.

To enable students to develop the right prospective of this delicate yet intimate relationship and to deal with union constructively.

To acquaint the students with the significance and process of collective bargaining and industrial democracy in adjustments of the conflicts interests and promotion of common objective of workers / trade unions and management / employers respectively.

To enable students to deal with the particular industrial relations situations in a constructive manner with special reference to Indian conditions.

CONTENTS

Trade Unions- Concepts, Objectives, Functions, Registration of Trade Union Organization and Management

Trade Unions in India – Historical Background, Stages of Trade Union Movement Development in India: Difficulties and Obstacles in the Development of Trade Unions. Code of Conduct

National Level Federations: Trade Union Leadership in India: Role of Trade Union in Wage Determination

Employer Association

Collective Bargaining – Historical Background, Concept, Purpose, Features

Pre-requisites/ Institutional Framework for Collective Bargaining, Recognition of Union as Bargaining Agent
Collective Bargaining practices in India
- Industrial Democracy- Concept, Scope, Significance, Pre-requisites for Industrial Democracy
- Workers Participation- Meaning, Characteristic Features, Objectives, Level and forms of Participation, Workers Participation in India

### Suggested Readings

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
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<tbody>
<tr>
<td>Harold W Devery</td>
<td>Contemporary Collective Bargaining</td>
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<td>Tondan B K</td>
<td>Collective Bargaining &amp; the Indian Scene</td>
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<td>Roberts B C</td>
<td>Industrial Relations</td>
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<td>Flanders Allan</td>
<td>Collective Bargaining</td>
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<td>Weber Arnold R</td>
<td>The Structure of Collective Bargaining</td>
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<td>Rhenman Eric</td>
<td>Industrial Democracy &amp; Industrial Management</td>
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<td>Thakur C &amp; Sethi K C</td>
<td>Industrial Democracy: Some issues &amp; Experience</td>
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<tr>
<td>Pylee M V</td>
<td>Workers Participation in Management: Myth &amp; Reality</td>
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<tr>
<td>Verma &amp; Sinha</td>
<td>Workers Participation in Management</td>
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**NOTE:** One case study to be given in the paper.
OBJECTIVES
- To impart knowledge of the contents of laws relating to social security
- To enable the students to interpret and apply these laws

CONTENTS
- Workmen's Compensation Act, 1923
- Employee's State Insurance Act, 1948
- Payment of Gratuity Act, 1972
- Maternity Benefit Act, 1961
- Apprentices Act, 1961

Suggested Reading
Kapoor N D
Malik P L
Seth K L
Chakraborti B K
Misra S N
Bare Acts & Journals

Industrial Law
Industrial Law
Indian labour Legislation
Labour Laws in India
Labour & Industrial Laws
ISO 9000: CONCEPT AND IMPLEMENTATION

MBA(PM) 405

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES

- To introduce the students with the primary and specific requirements of ISO 9000
- To provide the students with the basic principles, techniques and implementations, steps involved in successfully acquiring & maintaining ISO 9000 registration

CONTENTS

- Quality Management practices in Indian Organizations
- Quality, Customers & ISO 9000
- ISO 9000: A Management Overview
- Quality Policy, Quality Assurance
- Interpretation of Key ISO 9000 Clauses
- Problem solving with “7” Tools
- Documenting the Quality System
- Quality Audit
- Implementing ISO 9000 – Methodologies, Exposure, and Training, Certification
- ISO 8402 Quality Management and Quality Assurance—Vocabulary
- ISO 14000

Suggested Reading
Crosby Phil: Quality is Free
Ishikawa Kaura: Guide to Quality Control

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MANAGERIAL COMMUNICATION

MBA(PM) 406

Max Marks 100
Internal 30
External 70
Time 3 Hrs

OBJECTIVES
To enable the students to become aware of their communication skills and sensitise them to their potential to become effective managers.
To help the students to acquire some of the basic skills needed in handling day to day managerial situations such as:
(a) Making effective presentation
(b) Interacting in one to one situation
(c) Writing business letters, memos, minutes and reports
(d) Managing In - House journals

CONTENTS
Managerial Communication — Introduction, Components and Contributory Factors
Dimensions and Functions of Non Verbal Communication through
Body Language, Voice, Environment and Culture
Types of Public Speaking
Principles of Dialogue Communication, Art of Persuasion
Interviews – Uses and Types: Conducting Effective Interview,
Giving successful Interviews
Communication in group – Structured and Unstructured
Writing Styles – Business letters, Memos, Minutes, Reports,
Advertising and In-house Journals
Principles of Governing the Use of Audio – Visual Media
Effective Oral Presentation
Organizational Communication

MANAGERIAL COMMUNICATION

MBA(PM) 406

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Time 3 Hrs

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and sensitize them to their potential to become effective managers
To help the students to acquire some of the basic skills needed in
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CONTENTS
Managerial Communication – Introduction, Components and
Contributory Factors