



A JAB I E I YBCA DIGA H I DIA
(Estd. under the Panjab University Act VII of 1947—enacted by the Govt. of India)

FACULTY OF
BUSINESS MANAGEMENT & COMMERCE
YLLABI

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Instru t ons to t ap r tt rs

A : Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least

MASTER OF BUSINESS ADMINISTRATION SYLLABUS

H I D E E E

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MBA HR 7101	LABOUR LEGISLATION-II	100
MBA HR 7102	STRATEGIC HUMAN RESOURCE MANAGEMENT	100
MBA HR 7103	PERFORMANCE AND COMPENSATION MANAGEMENT	100
MBA HR 7104	ORGANISATION DEVELOPMENT	100
MBA HR 7105	WORKSHOP ON TRAINING AND DEVELOPMENT	100
MBA HR 7106	WORKSHOP ON NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING	50
MBA HR 7107	SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE	50
	TOTAL	600

F H E E E

MBA HR 7201	HUMAN RESOURCE INFORMATION SYSTEM	100
MBA HR 7202	PERSONAL EFFECTIVENESS AND LEADERSHIP	100
MBA HR 7203	WORKSHOP ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS	100
MBA HR 7204	COMPREHENSIVE VIVA-VOCE***	100
MBA HR 7205	RESEARCH PROJECT****	100
MBA HR 7206	SEMINAR ON ETHICS AND CONDUCT OF BUSINESS	50
MBA HR 7207	SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS	50

A Y E F H E F L L I G F H E A E F F E E D

MBA HR 7211	WORKSHOP ON HUMAN RESOURCE VALUATION	100
MBA HR 7212	TOTAL QUALITY MANAGEMENT	100
MBA HR 7213	STRESS MANAGEMENT	100
MBA HR 7214	DESIGNING ORGANISATIONS FOR UNCERTAIN ENVIRONMENT	100
MBA HR 7215	DYNAMICS OF TRADE UNIONS	100
MBA HR 7216	EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS	100
MBA HR 7217	COMPARATIVE INDUSTRIAL RELATIONS	100
MBA HR 7218	MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT	100
MBA HR 7219	WORKSHOP ON BUILDING LEARNING ORGANISATIONS	100
MBA HR 7220	INDUSTRIAL ENGINEERING	100
	TOTAL	700

FI E E E
B A H S EC IC F H A E CE

b t v To provide an insight into the economic concepts with special reference to their significance and use in human resource management.

I . I

Meaning of economics, importance and uses, micro and macro economics - difference and interrelationship between them, basic economic problem, demand analysis - law of demand, derivation of demand curve using utility analysis and indifference curve analysis, revealed preference theory of demand, critical appraisal of utility analysis, IC analysis and revealed preference theory, consumer surplus and its measurement.

I . II

Concept of average revenue, marginal revenue and their relationship, elasticity of demand, concept of average cost, marginal cost and their relationship, cost curves and economies of scale, price and output determination under perfect competition, monopoly and monopolistic competition.

I . III

Labour markets - Its economics and actors in labour market, labour supply - factors affecting labour supply, deriving labour supply curve using indifference curve analysis with special reference to income and substitution effect, deriving market labour supply curve from supply curve of individual workers, labour supply elasticities and problems with regard to elasticities, impact of welfare and incentives on labour supply, labour demand - demand curves for labour in short run and long run.

I . IV

Equilibrium in labour markets under perfect competition, monopoly and monopolistic competition, workers mobility, race and gender discrimination and their impact on labour market equilibrium.

r n s

1. Borjas, G.J., *o ono*, Tata McGraw-Hill.
2. Ehrenberg, R.G. and Smith, R.S., *o n o ono* **W**

B A H ' B I E E I E

b t v Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

I . I

Concept of business environment: Its significance and nature, interaction matrix of different environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors, pharmaceutical industry, food processing, electronics, fertilizers, steel, soft drinks, and TV.

I . II

Economic environment: The philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy, foreign trade policy and their impact on Indian business, political environment: Relation between business and government of India. Constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

I . III

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional

B A H ; A A G E E A C C I G

b t v The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in manageria6009(nt)-4.hecsio3(m)17.1296(a)-1.6532kn ing

I . II

Select Stages of the Research Process - preparation of data collection instruments, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation, fieldwork, processing of data, data analysis - basic data analysis, hypothesis testing –t test, chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

r n s

1. Bryman, A. & Bell, E., Business Research Methods, Oxford University Press, New York.
2. Carver, R.H. & Nash, J.G., An Introduction to Business Research, Cengage Learning, New Delhi.
3. Cooper, D.R. & Schindler, P.S., Business Research Methods, Tata McGraw Hill, New Delhi.
4. Gaur, A. S. & Gaur, S.S. Business Research - A Practical Approach, Response Books, New Delhi .
5. Kothari, C.R., Research Methodology - Methods and Techniques, Wiley Eastern.
6. Kumar, R., Business Research - A Practical Approach, Pearson Education.
7. Sekaran, U., Business Research - Methods and Techniques, John Wiley, Singapore
8. Zikmund, W.G., Business Research Methods, Cengage Learning, Singapore.

EC D E E E**B A H 6 LAB LEGI LA I . I**

b t v The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

I . I

Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

I . II

Industrial Dispute Act, 1947 - Definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, Industrial Employment (Standing order) Act, 1947 - certification process of standing orders.

I . III

Trade Union Act, 1926 - Registration, immunities available to registered trade unions, Payment of Wages Act, 1936 - deductions and authorities, Minimum wages act, 1948 - fair wages, living wages, minimum wages, fixation of minimum rate of wages.

I . I

Contract Labour (Regulation and Abolition) Act, 1970 - Advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, Interstate Migrant Workmen (Regulation of Employment and Conditions of Services) Act, 1979 - welfare and health measures of interstate migrant workmen.

r n s

1. Chakravarti, K.P., o n n n n on Oxford University Press, New Delhi.
2. Kothari, G.M., o n n A on M.M. Triphati Pvt. Ltd
3. Malik, P.L., n Eastern Book Company.
4. Malhotra, O.P., of n , Saujanya Books.
5. Misra, S.N., o n n Universal Law Publishing Pvt. Ltd., New Delhi.
6. Saharay, H.K., Uia t l n o of n

B A H 3 I D I A L E L A I A D L A B L I C Y

b t v The course aims at familiarizing the participants with the industrial relation scene in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of labour policy on industrial relations in India.

I . I

Industrial relations - Concepts, origin, scope, determinants and theories, system approach - actors, context, web of rules and ideology, trade unions and industrial relations, human resource management and industrial relations, social-economic, technical, political factors affecting IR in changing environment.

I . II

Voluntary and statutory efforts on prevention and settlement of industrial disputes, industrial relations and rationalization, modernization and automation, industrial conflict - theories, forms, causes, right to strike, consultative bodies - bipartite and tripartite, and IR strategies.

I . III

B A H S D C I A AGE E A D A I A I E ECH I E

b t v To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Production Planning and Materials Management as well as the quantitative techniques helpful in production related decisions.

I . I

Production management - Definition, nature and process, production and productivity, product and service design, product quality-TQM, ISO 9000:2000, cost of quality, process design and selection, work study - method study, time study, ergonomics, work measurement, activity sampling, process quality - six sigma quality, process control, control charts.

I . II

Facility location, facility layout, capacity and equipment selection, operations scheduling, supply chain management, enterprise resource management, JIT production systems, technological innovations in manufacturing, tools for manufacturing planning, manufacturing automation, re-engineering, role of human resource management in production management, workforce productivity improvement.

I . III

Probability - Basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions, linear programming - the graphical and simplex method, transportation models, material management and inventory control - EOQ models with discounts and price breaks, selective inventory control, simulation-Monte Carlo simulation technique, queuing theory - concept, assumptions and single server applications.

I . I

Decision theory - Decision making under uncertainty and risk, Bayesian analysis, decision trees, game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, sequencing problems, PERT /CPM-probability considerations in PERT, time-cost trade-off, replacement models.

r n s

1. Datta, A.K , Prentice Hall of India.
2. Gaither, , Thomas Learning.
3. Kapoor, V.K., , Sultan Chand & Sons, New Delhi.
4. Mulemann, A., Oakland, J. and Locker, , Macmillan India ltd.
5. Paneerselvam, , Prentice Hall of India, New Delhi.
6. Taha, , Prentice Hall of India, New Delhi.
7. Verma, M.M., , Sultan Chand and Sons, New Delhi.
8. Vohra, N.D., , Tata McGraw Hill Publishing Company Ltd.

B A H 3 E I A A AGE E F CHA GE

b t v The course develops an analytical and operational approach to bringing about planned changing in rapidly changing environment. Organizations need to be prepared for bringing these changes.

I . I

Understanding organizational change, need for bringing change, types of change, change levers, perspectives of change, understanding corporate culture, change programs.

I . II

Models of change, leadership and change, case studies on change as growth, change as transformation and change as turn around, brief introduction to major organizational changes - total quality management and

I . II

5. Malhotra, N. and Dash, S., *Human Resource Management: An Applied Approach*, Pearson Education.
6. Miles, Mathew B. and Huberman, A.Micheal, *Qualitative Data Analysis: An Expanded Sourcebook*, Sage Publications.
7. Pareek, Udai,

3.

2. Brown, D.R. and Harvey, D., *An Introduction to Human Resource Management*, Pearson Education Inc.
3. Cummings, T. and Worley, C., *Organization Development*, Thomson Press.
4. French, W., Bell, C. and Vohra, V., *Organizational Behavior*, Pearson Education Inc.
5. French, W., Bell, C. and Zawacki, J., *Organizational Behavior*, Tata McGraw-Hill Publishing Company Ltd.
6. Huse, E.F., *Organizational Development*, West Pub. Co.

B A HUMAN RESOURCE DEVELOPMENT

Objective This course helps in understanding importance of human resource development in the organizations. Preparation of HRD plans techniques and methods used in developing people shall be taught.

I I

Concept of training and development, difference between training and development, significance of training and development, training objectives, evolving training policy, aligning training and development policies with corporate strategies, learning process, training needs assessment.

I II

Development of training plans, various training methods and techniques, issues in training-location, duration, techniques, preparing training programs for managerial and non managerial employees in different manufacturing and service organizations, evaluation of training programs, training effectiveness.

I III

Development objectives, evolving development policy, development needs assessment, preparing development plans, methods and techniques of development, issues in development - location, duration, techniques.

I IV

Preparing development programs for different categories of managers - top level, middle level and lower level in different manufacturing and service organizations, evaluation of development programs, ways of determining development effectiveness in the organizations, significance of training and development in human resources functions like compensation, appraisal and succession.

References

1. Goldstein, I.L. & Kevin, J., *Human Resource Development*, Cengage Learning.

6. Singh, B.D., *n* *on* *n*

4. Hammer, M., *Administration*, Hammer and Company, Cambridge, MA.
5. Hansen, G., and Hansen, J., *Human Resource Management*, Prentice Hall.
6. Houldsworth, E. and Dilum, J., *Human Resource Management*, Kogan Page Ltd.
7. Kavanagh, M., Gueutal, H., and Tannenbaum, S., *Human Resource Management*, PWS/Kent Publishing.

2.

3. Ghaiye, B.R., *n o of n n* Eastern Book Co., Lucknow.
4. Malik, P.L., *n* Eastern Book Co

B A H E I A E H I C A D C D C F B I E

b t v The objective of the course is to identify possible ethical problems in business context, understanding ethical issues facing businesses and business people in today’s world, generating ideas for programs and practices to solve ethical problems.

I I

Morals, values and ethics - Inculcating integrity, work ethics, service learning, civic virtue, respect for others, living peacefully, caring, sharing, honesty, courage, valuing time, cooperation, commitment, empathy, self-confidence, character, spirituality etc. issues governing business and professional ethics, ethical paradoxes and dilemmas, ethical theories, moral philosophy and practice, legal perspectives on business ethics, corporate ethical policies, good governance and ethics, ethics and accountability, corporate social responsibility, green practices.

I II

Value based management, moral competence and moral intelligence for managers, collegiality and loyalty, respect for authority, conflicts of interest, professional rights, employee rights, intellectual property rights (IPR), ethical issues in accounting, finance, marketing, human resource management, production and information technology, ethics in multinational corporations, moral leadership, spirituality in management.

r n s

1. Beauchamp, T.L. and Bowie, N.E., *o n B n* , Prentice-Hall.
2. Boatright, J.R., *n on of B n* , Pearson Education, New Delhi.
3. Fleddermann, C.D., *n n n* , Pearson Education/Prentice Hall, New Jersey.
4. Seebauer, E.G. and Barry, R.L., *n n of fo n n n n* , Oxford University Press, Oxford.

B A H E I A I E E A L K I L L A D
A A C I A L A A L Y I

b t v The main objective of this paper is to build interpersonal skills among students by using transactional analysis. They will learn to know about themselves as well as about others.

I I

Interpersonal conflicts - Concept, reasons for their emergence, transactional analysis (TA) - Concept, objectives, importance, structural analysis (ego states-parent-adult-child), life positions, TA and communication, social transactions - Complimentary transactions, crossed transactions and ulterior transactions.

I II

Stroking, time structuring, analysis of different psychological

importance and benefits, types, basic steps, pitfalls, JIT - Definition, benefits, JIT cause and effects, JIT implementation in manufacturing.

I III

TQM for marketing function-quality in marketing and sales, factors for excellence, BPR and IT-business process management, quality control SQC/SPC-statistical process control, change management, technology and product quality, quality of after sales services-quality measurement in customer service, organization for quality - quality circles, self-managing tea

I III

Emerging organizational forms - Organizations as networks/clusters, self-organizing systems, designing for innovation & change.

I I

People & process issues - Team-based systems, new roles & systems, empowerment and accountability, career-the changed perspective.

r n s

1. Best, R., and Valence, G.D., *Business Organization - A Practical Approach*, Rick Butterworth- Heinemann.
2. Daft, R.L., *Business Organization*, South-Western College Publishing.
3. Lucas, H.C., *Business Organization: An Introduction*, McGraw-Hill.
4. Miles, R.H. and Randolph, W.A., *Business Organization: A Practical Approach*, Goodyear Pub. Co.
5. Nystrom, P.C., and Starbuck, W.H., *Business Organization: A Practical Approach*, Oxford University Press.
6. Yang, S., Soon, Y. and Yaochu, *Business Organization*, Springer.

B A H D Y A I C F A D E I

b t v The course aims at analyzing the different issues involved in the trade unionism such as their emergencies, functions, organization, structure and leadership. Trade unionism shall be studied in the context of developing economies with special reference to India.

I I

Emergence and development of labour movements, theories of trade unions, union management relations perspective, public policies and union management relations, social responsibility of trade unions, union structure and communication.

I II

Trade union development and function, trade union organization, functions, peculiarities and leadership, white collar and managerial trade unions, management and employers association, union free organization.

I III

Trade unionism in India - Its origin, growth and transformation, trade union and politics and role of outsiders, problems of trade union - Finance, recognition, multiplicity of unions, trade union's attitude towards technology, trade union and new economic policy.

I I

Working of national level trade unions - AITUC, INTUC, CITU, BMS and UTUC, role of unionism in a developing economy, ILO and trade unionism, major events and international issues, impact of globalization on trade union movement, selected case studies in trade union organization management and strategies.

r n s

1. Arya, P.P., *o n o n on of n on* Deep & Deep Publications.
2. Flanders, A., *n n n n on* Faber & Faber, London.
3. Karnik, V.B., *n n n on* Allied Publishers Pvt. Ltd., Bombay.
4. Mac-Donald, D.F., *n n on*, Macmillan.
5. Poole, M., *o of n on* Routledge.
6. Raman, N.P., *o n o n of n n on* Asia Pub. House.
7. Tripathi, S.D. and Arya, P.P., *n on n n on n n* Deep & Deep Publications.
8. Verma, P. and Mukherjee, S., *n on n n* Oxford & IBH.

**B A H E I ALI ELLIGE CE A D A AGE IAL
EFFEC I E E**

b t v The course aims at making students understand concept and importance of emotional intelligence for organizations today and how they can build emotionally intelligent organizations.

I I

Definition, importance, types of emotions, definition of emotional intelligence, emotional quotient vs. intelligence quotient, EI at work.

I II

Models of EI, measuring EI, enhancing EI at work place, emotional labor.



I II

Perspectives on the learning organizations, organizational learning cycle, learning as improving, learning organization as a subsystem, organizations as learning systems, learning orientations, facilitating factors of learning organization, core issues and themes in building a learning organizations, overview of few techniques and methods used for building learning organizations.

I III

Role of information technology in knowledge management, organizational practices for fostering knowledge and learning.

I I

Learning organizations and change, few case studies of learning organizations.

r n s

1. Drucker, P., *Managing the Learning Organization*, Butterworth-Heinemann, Oxford.
2. Rastogi, P.N., *Building a Learning Organization*, Wheeler Publishing, India.
3. Rastogi, P.N., *Learning Organizations: A Practical Approach*, Wheeler, New Delhi.
4. Senge, P., *The Fifth Discipline*, Doubleday, New York.
5. Watkins, K.E. and Marsick, V.J., *The Learning Organization*, San Francisco, Jossey-Bass.

B A H I D I A L E G I E E I G

b t v This course introduces the major topics of operations research and their application in solving problems common in business. A main topic is optimization i.e. methods for finding the best solutions to complex practical problems. The emphasis is on the ability to apply suitable methods in practice, to formulate problems correctly, to solve them, and to understand the results.

I I

Introduction to linear programming, linear programming via the simplex method, linear programming for nonstandard models, sensitivity analysis, linear programming in practice.

I II

Networks - Minimum spanning tree, shortest route, network flow programming, PERT, PERT and time-cost, trade-offs, pert and resource levelling.

I III

Integer programming - Branch and bound, integer programming-binary and mixed integer programming, genetic algorithms and heuristic methods.

I IV

Dynamic programming, markov ch7(og)10.869gogm31(u)-10.8696 wog