

JAIPUR NATIONAL UNIVERSITY, JAIPUR



MASTER IN BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)

SYLLABUS FOR DISTANCE EDUCATION

COURSE STRUCTURE

FIRST YEAR					
Paper Code	Paper Title	Examination Duration	Maximum Marks	Term-End Exam	Assignment Marks
MBA – 101	Business Environment	3 Hrs	100	70	30
MBA – 102	Organization Behaviour	3 Hrs	100	70	30
MBA – 103	Managerial Economics	3 Hrs	100	70	30
MBAHR – 101	Indian Relation & Labour Law	3 Hrs	100	70	30
MBAHR – 102	Organization Development & Change	3 Hrs	100	70	30
MBAHR – 103	Compensation System Administration	3 Hrs	100	70	30
MBAHR – 104	Training And Development System	3 Hrs	100	70	30
MBAHR – 105	Human Resource Development	3 Hrs	100	70	30

Second Year					
Paper Code	Paper Title	Examination Duration	Maximum Marks	Term-End Exam	Assignment Marks
MBA – 201	Accounting for Managers	3 Hrs	100	70	30
MBA – 202	Quantitative Techniques	3 Hrs	100	70	30
MBA – 203	Marketing Management	3 Hrs	100	70	30
MBA – 204	Human Resource Management	3 Hrs	100	70	30
MBA – 205	Production & Operation Management	3 Hrs	100	70	30
MBA – 206	Research Methodology for Management Decision	3 Hrs	100	70	30
MBA – 207	Management Information System	3 Hrs	100	70	30
MBA – 208	Strategic Management	3 Hrs	100	70	30

MBA – 101: Business Environment

Max. Marks: 70

Time: 3 Hrs.

Business Environment- Nature, components and significance. Factors effecting environment of Business. Economic factors its components. Cultural, Political, Social, Sovereignty, Technological factors and their impact on business. Legal environment and external factors influencing Business environment. International Business Environment, challenges.

Indian Economic Systems - Assessing current state of business environment in India, Economic planning with reference to public, private and cooperative sectors. Various Industrial Policies of India with special emphasis on new industrial policy with various amendments. Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary policies.

Economic Reforms: Liberalisation, Privatisation and globalization and their Impact. Competition Act and its impact on Indian business. Foreign Direct Investment in India, Impact of WTO in India, Public Sector s: Rationale and Role played by them since independence. Disinvestment- Meaning and various loopholes in and challenges to disinvestment programme, Multi National Enterprises and their role in India.

Small Scale Enterprises: Meaning, Importance to the Indian economy, problems and various incentives given to these.

International Trade: Various Trade Reforms announced in India in recent times. Balance of Payments, Foreign Direct Investment- Importance, policy and current position of India. EXIM Policy. World Trade Organisation and its impact on Indian Business.

MBA – 102: Organization Behaviour

Max. Marks: 70

Time: 3 Hrs.

Management: Basic Concept, Nature, purpose and scope of management, Functions of Management, Managerial Skills and roles, Levels of Managers, Evolution of Management, Historic foundation of Management, Scientific, Administrative and Bureaucratic Management, Global Management, Henry Fayol's 14 principles

Planning: purpose, Types of plans, planning process, Management by objectives, Strategic Management, premising and forecasting; Decision-Making, Global planning

Organizing – Nature, Organizational design and structure, Departmentation, Coordination, differentiation and integration, centralization and de-centralization, Delegation, Global Organizing, Co-ordination functions in Organization, Authority & power – concept & distinction, Line and staff organizations.

Controlling: Concept, process of controlling, planning-control relationship, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection
Global Controlling and Global Challenges – Direction Function – Significance

Organisational Behaviour: - History, evaluation, The nature and determinants of organisational behaviour, need for knowledge of OB, contributing disciplines to the field, OB Model, Organizational Behavior responses to Global and Cultural Diversity

Individual Behaviour: Biographical characteristics, Ability, Learning, Values, attitudes & Job satisfaction, Personality, Personality Formation, Locus of control, perception, Myers Briggs Type Indicator, Emotions, Affective events theory, Emotional Intelligence, Emotional Intelligence as a managerial tool, Attribution theory

Work Motivation : Early Theories (Mc. Gregory's Theory X & Y, Abraham Maslow's Need Hierarchy Theory Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory, Alderfer's ERG Theory, Adam's Equity Theory & Vroom's Expectancy Theory, Goal Setting Theory) & Application of Motivation Theories.

Group Behaviour : Groups in Organisations, Formal Group & Informal Group, Stages of Group Development, Group Cohesiveness, Group Decision Making, Group Effectiveness, Understanding Teamwork : Types of Teams, Creating Effective teams, Current issues in organizational communication

Leadership: Basic Approaches, Contemporary Issues in Leadership. Transactional Analysis, conflict, power and politics.

Organisation culture, Organisational Change, Issues in Organisation Behaviour and Management, Ethics in Organisation Multiculturalism and Cross Culture & Stress Management: Stress - Nature, sources, Effects, influence of personality, managing stress

MBA – 103: MANAGERIAL ECONOMICS

Max. Marks: 70

Time: 3 Hrs.

Definition, scope and nature of Managerial Economics, Methods of economic study, Central problems of an economy. Market Structure – Meaning, Classification and characteristic of market.

Demand and supply: Meaning and determinants of demand, Law of demand and elasticity of demand: Price, income and cross elasticity, Theory of consumer's behaviour: Marshallian approach and Indifference curve. Meaning and determinants of supply; Law of supply and elasticity of supply, relation between price and quantity supplied.

Theory of production and cost: Meaning and factors of production; Law of production: law of variable proportions and returns to scale, Concepts of costs: Short run and long run cost, Average and marginal costs, total, fixed and variable costs, Pricing practices and strategies, Price and output determination under: Various forms of markets; Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Price determination in these markets. Price discrimination, transfer price, price war.

Concepts of National Income, Different methods of measuring national income, National Income in India, Growth of national income and per capita income in various plans. Expenditure methods, Agriculture, Industry and Services role in the development of the Indian Economy, their problems and growth. Indian Economy: Different aspects, Population, Poverty, Unemployment, And Infrastructure: Energy, communication, transportation, Health and Education. Inflation, Budget and Fiscal deficits.

Economic Reforms in India: Features of economic reforms since 1991, Privatization, Liberalization , Globalisation and Disinvestment. Meaning of Money and its functions, Banking: Reserve Bank of India: Role and functions, Monetary Policy in India. Functions and Role of Commercial Banks.

MBAHR– 104: Industrial Relation & Labour Law

Max. Marks: 70

Time: 3 Hrs.

Industrial Relations: Concept & Scope, History, Understanding Industrial Relations. Approaches of Industrial Relations, Perspectives of Industrial Relations - Conflict model Vs. Collaboration model

TRADE UNIONS: History of Trade Unions –Structure - Organisations – Problems Trade Unions -Theories , functions, methods Trade Unions ACT 1926 Management of Trade Unions in India

COLLECTIVE BARGAINING (CB) The nature, advantages & disadvantages of CB. CB in India Workers Participation in Management Evolutions, objectives of WPM, Their impact on Quality of Work Life and Industrial Relations, WPM in India

LABOUR LEGISLATION: Introduction, Rights and obligations of employees Factories Act 1948, Contract labour Act 1970, Industrial Disputes act 1947, Settlement of Disputes – Procedures The minimum wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965

Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.

The Payment of Gratuity Act 1972 ESI Act 1948 The Employee Provident Fund Act & Miscellaneous Act 1952 The Workmen Compensation Act The Maternity Benefit Act 1961

Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.

MBAHR– 105: Organisation Development & Change

Max. Marks: 70

Time: 3 Hrs.

Organisation Development – definition – history of Organisation Development – values, assumptions and beliefs in Organisation Development. Foundations of Organisation Development, models and theories, systems theory participation and empowerment – teams and team work – parallel learning structures.

Organisation Interventions – classifications: teams interventions – inter group and third party peace making interventions – comprehensive Organisation Development interventions. Theory and Practice on change and changing; The Nature of Planned Change; The Nature of Client Systems: Group Dynamics, Inter group Dynamics and Organizations as Systems.

Managing the Organisation Development process – action research: a process and approach, history and varieties of action research. Operational Components of Organisation Development: Diagnostic, Action and Process – Maintenance Components.

Implementation and Assessment of Organisation Development. Implementation conditions for failure and success in Organisation Development efforts; Assessment of Organisation Development and change in organizational performance; The impact of Organisation Development Structure interventions and applicability of Organisation Development – training experiences – T-groups – behavioral modeling – life and career planning – coaching and mentoring – instrumental training.

Power, Politics and Organisation Development – research on Organisation Development – future and Organisation Development. Some key considerations and issues in Organisation Development: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach; The failure of Organisation Development.

MBAHR– 106: Compensation System Administration

Max. Marks: 70

Time: 3 Hrs.

Wage & Salary Administration – Nature and Scope, wage determination process, Factors Influencing wage and Salary Administration. Wage – Theories of Wages, Types of Wages – Time rate, piece rate, debt method, Wage differentials.

Planning for Improved Competitiveness: Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems.

Incentives and Fringe Benefits – Incentives – Definition, Types of Incentives, Individual incentives: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, Non-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits Individual Group Variable Compensation: Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing.

Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living Neutralization factors. Executive Compensation Plan, Retirement Plan.

Social Security Laws – Laws Relating to Workmen's Compensation, Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of these Laws. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions.

MBAHR– 107: Training & Development

Max. Marks: 70

Time: 3 Hrs.

Training – concept, and rationale; training process: role of stakeholders in training program; Organization and Management of training function; Need for Training, Assessment of Training Needs – organizational analysis, operational analysis, person analysis; competency mapping

Training Methods – Role playing, On the Job and Off Job Methods Training Techniques – Demonstration, Lecturers, Simulation Games, In basket Exercise, Films, Role Play, Simulation Games, Critical Incidents, T-group Electronic Training – Computer Based training, Electronic performance support system (EPSS), Distance and Internet Based Training – Tele-training, Video conferencing, Training via Internet, Learning portals.

Management Development – needs, importance & Methods. Organizational Development through Human Resource Development.

Designing the training program: process of learning in training program – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids

Performance Appraisal – Definition, Objectives, Need for Appraisal, Essentials of performance appraisals and problems of performance appraisal, Methods of Performance Appraisal – Traditional and Modern Methods – Graphic Rating-Scale, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Group Appraisal, Counselling & Feedback Potential Appraisal – Confidential Methods, Behavioral Anchored Rating Scale (BARS), Assessment centers.

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training

MBAHR– 108: Human Resource Development

Max. Marks: 70

Time: 3 Hrs.

Human Resource Development: Concepts, Definition, Challenges & Goals of HRD, Evolution, HRM & HRD.

HRD Function: HRD department structure, functions, and staffing, HRD professionals- Roles and Competencies

Developing HR Strategies:HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems.

HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems for International managers.

Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers

HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

MBA – 201: Accounting for Managers

Max. Marks: 70

Time: 3 Hrs.

Fundamental of Accounting, Basic Accounting Review: Accounting terms, conceptual framework, and conventions and accounting equation, Balance sheet and profit and loss account for non corporate and corporate entities.

Understanding Corporate Financial statements: its types, nature, attributes, uses and limitations, Corporate profit & loss account, Capital and Revenue expenditures and receipts, understanding and constructing corporate cash flow statements, Financial reports: Auditors report, Corporate governance report, Directors reports.

Financial Statement Analysis - Concept and objectives, Financial Statement Analysis Tool kit of Multi step income statement, Horizontal analysis, Common-size financial statements, Comparative statements, Trend analysis, Earning per share analysis, Ratio analysis, Analysis of Fund Flow Statement, Cash Flow statement.

Techniques of Cost Control - Preparation of budgets and their control, zero base budgeting, Standard costing and variance analysis. Responsibility Accounting, Management Applications: Marginal costing and CVP Analysis, pricing decisions, Decision involving alternative choices, Activity based and Target Costing, Contemporary issues in Management Accounting: life cycle costing, Quality costing, Kaizen costing, Throughput costing, Blackflush Costing.

Asset Valuation - Valuation of Tangible Fixed Assets, Depreciation on fixed Assets, valuation of assets under finance lease and intangible assets, asset impairment, Valuation of inventories, valuation of investments.

MBA – 202: QUANTITATIVE TECHNIQUES

Max. Marks: 70

Time: 3 Hrs.

Quantitative Techniques – Introduction, Concept Model Building for Business Decisions, Role and Scope, Need, Matrix Algebra determination, Linear Programming – Assumptions – Formulation of Linear Programming Problems – Solutions – Graphic Method – Simplex Method, Two Phase method, Elementary ideas about Duality.

Statistical Decision Theory – Meaning and Scope, Elements of statistics Probability, Probability Distribution, Decision Framework – Decision Under Uncertainty – Expected Monetary – Expected Opportunity Loss -Expected Value of Perfect Information – Uses of Incremental Analysis, Correlation and Regression, Derivatives, Rules of Differentiation, The Chain rule, Second order Derivative, Theory of Extreme

Decision Theory, Decisions under Uncertainty – Pay – Off Matrix, Criterion of Maximum, Min., Maxmin, Minmax, Maxi Max Criterion, Hurwicz Criterion, Decision Making under risk Bayesian approach, Decision Tress- Applications, Game theory – Types of Games., Two person zero sum games, Mix Strategy, Decision Tree.

Assignment Problems – A Variant of the Transportation Problem, Complete Enumeration Method, Transportation Method, Simplex Method, Hungarian assignment Method(Ham) – Unbalanced Assignment Problems – Constrained assignment problems, Unique Versus Multiple Optimal Solutions, Maximization Case, Dual of the Assignment Problem

Demand Forecasting – Purpose of Forecasting Demand, Steps involved in Forecasting, Extrapolation Techniques of Demand Forecasting, Time Series, Seasonal Indices, Method of Simple Average, Ratio, To Trend Method, Moving average Method, Method of Link Relatives.

MBA – 203: Marketing Management

Max. Marks: 70

Time: 3 Hrs.

Introduction to Marketing Management- Nature and importance of marketing. The marketing concept, philosophies of Marketing Management. Role & scope of marketing management in India, The Marketing Environment, Indian Market Environment

Marketing Strategy & Planning – Strategic Management, Marketing Planning, Competitive Marketing Strategy, Product Life Cycle Strategy and New Product Development Strategy

Consumer Behaviour: Consumer Buying Behaviour, Factors influencing buyer behavior, Consumer Psychology - Industrial Buyer behavior Vs. Domestic Buyer behavior, Consumer value and satisfaction, Market Measurement & Forecasting, Market segmentation-meaning, levels, basis of segmentation, concept of niche marketing.

Fundamentals of Product Management, Introducing New Products, Product Life Cycle, Competitive Strategies, Branding Decision, Pricing Decision, Designing pricing strategies and programs, pricing techniques, Advertisement and Sales Promotion Budgets for Promotion

Managing Marketing Channels, Types of channels, meaning & importance, channels strategies, Logistics and Supply Chain Management, Retailing and Wholesaling, managing retailing

Promotion: Advertising- meaning and importance, types, media decisions, promotion-mix. Marketing appeals and tactics. Promotional vehicles. Interactive advertising formats. New marketing models (CPM, CPC, and CPA). Direct Marketing Sales Promotion (push versus pull study).

Market Evaluation and Controls - Types, process, obstacles to marketing control - Marketing Audit - Marketing Ethics

MBA – 204: Human Resource Management

Max. Marks: 70

Time: 3 Hrs.

Human Resource Management: Introduction, Scope, Objectives and importance of HRM, Evolution of HRM, HRM Environment in India, Challenges of HRM, Personnel Management vs HRM

Human Resource Planning—Concept and Process, need of HR Planning, linking Human Resource Planning with strategic Planning, Job analysis – job description and job specification, Recruitment and Selection, recruitment – sources and method, selection process – tests and interviews, Induction. Job changes – transfers.

Training and Development: Introduction and importance of training, Training Phases, Types of training, methods of training, Establishment, Establishment of training objectives, Design of training programme, evaluation of training programme, executive development – need and techniques; career planning and development

Performance Appraisal - Introduction, Process, Methods, 360 degree Feedback system, Internal Mobility promotions, Transfer demotion, separations, Discipline and Grievance – Discipline meaning, Indiscipline, the Grievance procedure

Employee Compensation and Maintenance: Concept, and Objectives, components, Compensation Management, Job Evaluation: Concept, Methods and its Limitations. Maintenance: Overview of Employee Welfare, Health & Safety, Workers' Participation in Management, Employee Empowerment – concept and process.

MBA – 205: Production and Operation Management

Max. Marks: 70

Time: 3 Hrs.

Production and Operation Management – Introduction, nature and scope of production and operation, Strategies of Operations Management, Manufacturing Systems and Layouts, Significance & Systematic View of Operations, Factors of production; Productive use of resources; Operations Management as Multidisciplinary subject.

Production System – Introduction, Issues & Environment, Production System Model ; Characteristics of Production Systems; Production System Design,

Capacity Planning – Introduction, Modules, Planning Aggregate, Planning Scheduling, Procedures – Capacity Planning for a single stage system, Capacity Planning for a multiple stage system, Determination of Equipment Requirements

Facility Planning – Introduction, Needs, Objectives, Facility Layouts – Process Layout, Product Layout, Designing/Preparing Facility Layout

Material Management – An overview; Material Planning – purchase; stores; material handling, Material Requirement Planning (MRP)- Definitions ; MRP-I Vs MRP-II; Objectives, Master Scheduling, Bill of Materials, Just – in – time (JIT) Manufacturing – Introduction; Characteristics; Elements; JIT Purchasing, Purchase management and Store Management.

Work Measurement – Definition, Work Measurement Techniques – Time Study, Work Sampling

Inventory Management and Control: Nature and importance of Inventory, Functions and Objectives, Requirements for effective Inventory Management, Inventory costs, Inventory Classification System, ABC Analysis, EOQ Models, Economic Production Quantity Model

Quality assurance and Control: Concept of Total Quality (TQ), Inspection, Statistical process control, Control charts, acceptance sampling concept, risks, cost of quality control; International Quality Certification : ISO:9000, ISO:14000, KAIZEN, six sigma concept, Total Quality and safety, Management Network Techniques – PERT & CPM

Supply Chain Management: Need for Supply Chain Management, Benefits, Elements of SCM, Logistics, EDI, ECommerce. Requirements for SCM, Steps and Optimization.

MBA – 206: Research Methodology for Management Decision

Max. Marks: 70

Time: 3 Hrs.

An introduction to Research: Meaning, Process, Research Problem: Selection, Understanding, Necessity of defined problem, Formulating hypothesis, language of research- construct, concepts and variables, Research Proposal writing

Research Design: Concept, Descriptive & Experimental research design Exploratory research design : secondary data & qualitative research, Qualitative Research Design

Data Collection – Sources, Analysis and presentation of data: data preparation and description, exploring, displaying, examining, The Interview, Observation and Survey, measurement scales, questionnaire and instruments, sampling Decisions - Probability and Non-Probability, sampling distribution

Analysis of Data Univariate, Bivariate, Multivariate Analysis: Multiple regression, Discriminant Analysis, Conjoint Analysis, Factor Analysis, Cluster Analysis and MDS, Using Software for Analysis

Parametric and Non parametric test; one sample test, two sample test and k sample test, Chi-Square Test, and ANOVA, Correlation: Linear, Regression, Scaling Techniques- Socio-Metric and Rating Scale, Scalograms, Internal Consistency Scales

Presenting Insights and Findings: Report Writing, Presentation, Bibliography and references.

MBA – 207: Management Information System

Max. Marks: 70

Time: 3 Hrs.

Management Information System: Definition, basic concepts, framework, role & need of MIS

Introduction to Information Technology, Impact of Globalization in business, Hardware, Software and advantages of computers in Information Systems, Computer networks, types of network Data communication and Wireless Communication Technology

Data processing systems, retrieval of data, storage of data, concepts of information, organizational structure and management concepts, Management Control, the decision making process by information, Types of decision, concepts of planning and control, EIS, DSS, TPS, security issue.

Data sources and data management, Files: Definitions, types of files, concepts of DBMS, data warehouse, DDL, DML, DDL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram. System Concept, System Development Life Cycle (SDLC), Decision Support System (DSS),

Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP selection, ERP Implementation.

Societal Implications and Future Trends: Social responsibilities, technology, applications of IT and the Impact of IT, E-Commerce & E-Business: B2B, B2C, C2C concepts etc., Cyber Laws.

MBA – 208: Strategic Management

Max. Marks: 70

Time: 3 Hrs.

Business Policy: Meaning, Nature and Scope, Evolution of business policy, understanding the strategy, Strategic Management: Meaning and Scope, Process of strategic management, Functional strategies, Difference between Business policy and Strategic Management, Source of Strategies and policies.

Environmental Analysis and Diagnosis: Concept of Environment and its components, Environmental scanning and appraisal, Organisation appraisal, SWOT analysis, Porter's Five Forces model, driving force, strategic group mapping, key success factors, assessment of internal competencies, core competence, competitive advantage, competitor analysis, value chain analysis, bench marking, service blue printing.

Strategic Analysis and Choice: process of strategic choice, factors affecting strategic choice, Gap analysis, corporate portfolio analysis- BCG Matrix, GE Nine cell matrix.

Functional Strategies: Marketing, Production/Operation, R&D plans and policies, Financial plans & policies, Strategic Alternatives, corporate level stability, expansion, retrenchment and turnaround, business level, generic strategies, Strategy Implementation, Inter relationship between formulation and implementation, issues in strategy implementation, resource allocation, Strategic Evaluation & Control - overview of strategic evaluation, strategic control, task control, techniques of strategic evaluation and control, role of organizational system in evaluation.