



International Corporate Business Management Studies
Educational Trust

Detailed Syllabus MBA - MHRM

For 1st Year

2009

Offered In Association with



Kuvempu University

Shimoga

Karnataka

International Corporate Business Management Studies Educational Trust

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FIRST YEAR

Paper - I

PRINCIPLES OF MANAGEMENT

- UNIT-I Nature and Process of Management – Management as Science, Art and Profession – Professionalization of Management in India – Current Trends – Management Levels vis-à-vis Skills.
- UNIT-II Manager and Environment – Systems Approach to Management – Responsibilities of Management.
- UNIT-III Planning – Principles of Planning – Types of Plans – Steps in Planning – Limitations of Planning.
- UNIT-IV Decision making Models and Techniques – Management by Objective (MBO) – policy Formulation.
- UNIT-V Organizing Process – Organization Structure and Design – Span Management – Delegation and Decentralization – Line and Staff Relationships.
- UNIT-VI Essentials of Directing – Motivation Concepts – Leadership Styles-Communication Process.
- UNIT-VII Controlling – Process of Control – Prerequisites of Controlling Systems – Methods of Controls.
- UNIT-VIII Comparative Management Styles with Special Reference to Japanese Management Practices – organizational creativity and Innovation Entrepreneurial Management.

Reference Books:

1. J.A.F Stoner, R.E. Freemass and D.R. Gillbert .Jr., *Management*.
2. George R. Terry and Franklin, *Principles of Management*, All India Traveller Book Sellers, AIBITS Delhi – 51.
3. Harold D. Koontz, *Principles of Management*, Mc Graw Hill Co Publication.
4. Ernest Dale, *Management Theory and Practice*, Mc Graw Hill Co, Publication.
5. Peter Drucker, *Practice of Management*, Pan Book, London.
6. Richard M. Hodgets, *Management*, Academic Press, New York.
7. Stoner and Wankel, *Management*, Prentice Hall of India Ltd, New York.



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Paper - II

PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

- UNIT-I Human Resource Management – Nature and Scope – Objectives – Nature of People and Organizations – Personnel Policies and Principles – Environment of Human Resource management – Social Systems – Human Resource Accounting and Audit.
- UNIT-II Human Resource Planning – Human Resource/Manpower Planning – Meaning-Process of HR Planning – Job Analysis – Recruitment and Selection – Orientation and Placement – Orientation programmes.
- UNIT-III Employee and Reward Systems- Training Personnel – Job Evaluation – Job Satisfaction – Appraising and Rewarding Performance – Money as a Means of Rewarding – Economic Incentive System – Wage Incentives – Wage Administration – Benefits and Services – Profit and Production Sharing.
- UNIT-IV Motivation – Human Needs – Theories of Motivation – Maslow’s Hierarchy Needs – Herzberg’s Two Factor Model – Other Theories – Behavioural Modification – Motivational Patterns – Expectancy Model – Application of Motivation Concepts.
- UNIT-V Leadership, Communication and Counseling – Nature of Leadership Behaviour – Leadership Style – Employee Participation – Nature, Scope, Programs and Benefits of Participation – Employee Communication – Communication Process – Communication Systems – Employee Counseling and Types.
- UNIT-VI Environment and Employee Maintenance – Organizational and Social Environment – Quality of Work Life – Rights of Privacy –Discipline – Employee Welfare, Safety and Health – Equal Opportunity – Promotions, Transfers and Separations.
- UNIT-VII Industrial Relations – Nature of Industrial Relations – Parties to Industrial Relations –Trade Unions – Collective Bargaining – Grievance Systems – Industrial Disputes – Dispute Management – Role of Government and Legislations.
- UNIT-VIII Human Resource Management in Future – History of Personnel Functions – Present Status – Trends in Human Resource Management in India – Personnel Functions in Future – New Challenges of human Resource Management – Research in HRM.



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Paper - III

ORGANIZATIONAL BEHAVIOUR

- UNIT-I Organizational Behaviour: Focus and Purpose – Organization – meaning, Need and Importance of Organization – Classification – Organization Goals, Prospectus of Formal Organization – Organizational Behaviour (OB) – Nature and Scope – Contributions – OB Models – Features of Modern OB Model.
- UNIT-II Individual Behaviour, Personality, Learning and Attitudes – Personality – Definition – Biological, Cultural, Family, Social and Situational Factors – Theories of Personality – Meaning of Learning – Learning Process – Learning Process and OB – Organizational Behaviour Modification – Meaning, Steps, Process and Practice, Attitudes – Characteristics – Components – Formation – Measurement of Attitude.
- UNIT-III Perception: Perception – Meaning and Definition – Need – Perception Vs. Sensation Mechanism – Factors influencing Perception – Perceptual Constancy. Context and Defence – Interpersonal Perception.
- UNIT-IV Group Behaviour and Group Dynamics: Group Dynamics – Meaning – Types – Groups in an Organization – Group Size and Status – Influences – Emergence of Informal Leaders – Role – Relationships and Group Behaviour – Characteristics – Behaviour Problems – Group Norms – Cohesiveness – Features – Effects – Group Thinking – Symptoms, Consequences and Remedy – Group Decision Making Techniques.
- UNIT-V Power and Leadership: Power – Meaning and Definition – Importance – Power Vs Authority – Characteristics – Source of Power – Use of Power – Dynamics of Power Leadership – The Concept – Leadership Styles – Continuum of Leader Behaviour – Problems with the Continuum – Leadership Theories.
- UNIT-VI Dynamics of Organizational Behaviour, Organizational Change and Development: Organizational Change – Meaning – Nature of Work Change – Stability Vs Change – Proactive Vs Reactive Change – Pressures of Change – Changes in Managerial Personnel – Change Process – Organizational Resistance to Change – Management of Change – Organizational Development – Definitions-Characteristics – Objectives – Team Building – Survey Feed Back – Four System Management.



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UNIT-VII Organizational Effectiveness: Effectiveness Concept – Effectiveness Vs Efficiency – Perspective – Approaches – Behavioural Approach to Organizational Effectiveness – Systems Approach.

UNIT-VIII Organizational Climate: Meaning and Definition – Factors Affecting Organizational Climate – Structure – Process – Measurement of Organizational Climate – Job Satisfaction – Meaning and Definition – Need – Measurement – Consequences – Determination of Job Satisfaction – Suggestions for improving Job Satisfaction.

Reference Books

1. Fred Luthans, *Organizational Behaviour*, New York, Mc Graw Hill.
2. Fred Luthans, Richard M. Hidgetts and Stuart A. Rosen Rantz, *Real Managers*, New York, Harper Collins, 1998.
3. John W. Newstorm and Jhon L. Pierce, *Windows into Organizations*, New York, AMACOM, 1990.
4. Schermerhorn, Hunt and Osborn, *Managing Organizational Behaviour*, John Wiley and Sons, New York, 1994.



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Paper - IV

COMMUNICATION FOR MANAGERS

- UNIT-I Principles of Communication – Definition, Purpose, Process, Types -Target group profile - Barriers of Communication – Listening – Feedback - Presentation Skills - Use of Aids - Public Speaking - Practice Presentation - Corporate communication - Communication Strategy
- UNIT-II Written Communication–Stages of Writing - Composing Business Messages - Preparing Notes - Style - Punctuation - Using simple words - Proof Reading - Report Writing–Report Planning - Types of Reports - Logical Sequencing – Graphs – Charts
- UNIT-III Handling Business Information – Annual Report, External Communication – Language - Techniques - Executive Summary - List of Illustration - Report Writing- Writing Business Memos Circulars –Writing Business Letters
- UNIT-IV Management information System (MIS) – Definition, Characteristics, Subsystem of MIS - MIS and Top Management - Structure of MIS (Conceptual and Physical) - MIS Planning and Control - MIS Master Plan
- UNIT-V MIS model - the Strategic Planning Stage - Organizational Information Requirements Analysis and Resource Allocation stage - Myths of MIS - Pit falls of MIS - Limitations of MIS - Development and Implementation of MIS: System Development Life Cycle - Different Approaches
- UNIT-VI Decision Making–Decision Making Process: Stages in Decision Making, Individual and Organizational Decision Making Models - Information System support for Decision Making Phases - Evolution of DSS – Characteristics - Objectives – Components - Functions and Development of DSS
- UNIT-VII Database Management Systems - Entity Relationship diagram - Relational Database Concepts - Object Oriented Database Concepts - Recent tools for MIS problem - Data Mining -Data Warehousing
- UNIT –VIII E Commerce - Supply–Chain Management - B to B & B to C transactions - Security issues - EDI Format - International protocol - Social, Political, and Ethical Issues in the Information Age



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Reference Books:

1. P. Littele, *Communications in Business*, Longmans, London.
2. Chappel R.T and Red W.L. Macdonald, *A Text Book of Business Communication*, Evans Plymouth Publications.
3. M.V. Hodrigues, *Effective Business Communication*, Concept Publishing Co, New Delhi.
4. John V. Thill and Court Land L. Bovee, *Excellence in Business Communication*, Mc Graw Hill Publications.
5. Hetra Murphy, Herbert W. Hilde, *Executive Business Communication*, Mc Graw hill Cos.
6. Shoshana Zuboff, *In the Age of the Smart Machine*, Basic Books, New York, 1988.
7. Michael Hammer and James Champy, *Reengineering the Corporation*, Harpercollins, New York, 1993.



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Reference Books

1. Rakesh Chandra Katiyar, *Accounting for Human Resources*, UK Publishing house.
2. M. Saeed and D.K. Kulashrestha, *Human Resource Accounting*, Anmol publications.
3. D. Prabhakar Rao, *Human Resource Accounting*, Inter India Publications.