SYLLABUS MANUAL

MANAGEMENT PROGRAMME
PROGRAMME CODE --- 210111

Post-Graduate Diploma in Human Resource Management (PGDHRM)

YEAR I

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If any student wants to appear for semester system then follow the below mentioned subject’s module:

**Semester I:** MP101 to MP104

**Semester II:** MP128, MP129, MP119 & MP120.

**Detailed Syllabus**

YEAR I

**MP101--- Management- ‘Theory and Practice’**

Unit 1 Nature and Scope of Management

Introduction, Concept of Management, Need for Management, Objectives of Management, Evolution of Management, Classical School of Thought, Scientific School of Thought, Behavioral School of Thought, Modern Approach to Management, Management Process, Distinction between Management and Administration

Unit 2 Managers-Executors of Management

Types of Managers, Styles of Managers, Roles and Responsibilities of Managers, Developing Managerial Skills, Qualities of a Good Manager, Summary, Key Terms, Exercise

Unit 3: Decision Making and Planning

Unit 4: Organization and Organizing

Introduction, Concept of Organization, Organization as a System, Characteristics of an Organization, Types of Organizations, Concept of Vision and Mission, Setting Organizational Objectives, Features of Objectives, Factors to be Considered While Setting Objectives, Management by Objectives, Organizing-A Basic Function of Management, Organizing Process, Purpose of Organizing, Concept of Organizational Structure, Factors Influencing Organizational Structure, Design of Organizational Structure, Characteristics of Organizational Structure, Elements of Organizational Structure, Organizational Structure and Culture, Corporate Restructuring – A Tool to Modify Organizational Structure, Staffing – Organizing the Human Resource, Summary, Key Terms, Exercise

Unit 5: Directing, Motivating and Supervising

Introduction, Concept of Directing, Definition of Directing, Characteristics of Directing, Importance of Directing, Concept of Motivation, Features of Motivation, Factors Affecting Motivation, The Process of Motivation, Theories of Motivation, Motivational Techniques, Significance of Motivation

Unit 6 Leadership

Definition of Leadership, Characteristics of a Leader, Functions of a Leader, Types of Leaders, Leadership Theories, Concept of Supervision, Functions of a Supervisor, Importance of Supervision, Summary, Key Terms, Exercise

Unit 7 Conflict, Communication, and Coordination

Introduction, Concept of Conflict, Classification of Conflict, Conflict Management, Negotiation- An Approach to Conflict Resolution, Concept of Communication, Communication Process, Types of Communication, Principles of Effective Business Communication, Concept of Coordination, Types of Coordination, Principles of Coordination, Techniques of Coordination, Advantages of Coordination, Summary, Key Terms, Exercise

Unit 8 Power, Politics, and Authority


Unit 9 Job Design

Techniques of Job Design, Purpose of Job Design, Summary, Key Terms, Exercise
Unit 10 Controlling Function of Management

Introduction, Concept of Controlling, Purpose of Controlling, Types of Control, Relationship between Planning and Controlling, Management Control System, Identifying Key Performance Areas, Identifying Strategic Control Points, Controlling Overall Organizational Performance, Financial Control, Budgetary Control, Quality Control, Marketing Control, Human Resource Control, Information Technology Control, Summary, Key Terms, Exercise

Unit 11 Management of Organizational Functions


Unit 12 Strategy and Strategic Management

Introduction, Concept of Strategy, Features and Importance of a Strategy, Levels of Strategy, Role of Strategists, Types of Strategies, Concept of Strategic Management, Components of Strategic Management, Process of Strategic Management, Schools of Thought in Strategic Management, Future of Strategic Management, Strategic Management in the Indian Scenario, Concept of Strategic Planning, Summary, Key Terms, Exercise

Reference Books:

- **Principles and Practices of Management** by Dr. Kiran Nerkar, Dr. Vilas Chopde (Paperback, Dreamtech Press)
- **Introduction to Management** by Vijay Pithadia (Ph. D.) (Paperback, Biztantra)
- **Management Principles & Guidelines** by Thomas N. Duening (Ph. D.) & John Ivancevich (Ph. D.) (Paperback, Biztantra)

MP102--- Accounting and Finance for Managers

Unit 1 Basic Concepts of Accounting

Introduction, Concept of Accounting, Objectives of Accounting, Functions of Accounting, Bookkeeping and Accounting, Advantages of Accounting, Limitations of Accounting, Nature of Accounting, Users of Accounting Information, Role of the Accounting, Branches of Accounting, Financial Accounting, Management Accounting, Basic Accounting Terms, Summary, Keywords, Review questions, Further Readings

Unit 2 Accounting Concepts, Principles and Standards

Introduction, Basic Accounting Concept, Business Entity Concept, Dual Aspect Concept, Going Concern Concept, Accounting Period Concept, Money Measurement Concept, Cost Concept, Periodic Matching of Cost and Revenue Concept, Verifiable Objective Evidence Concept, Realization Concept, Accrual Concept, Disclosure Concept, Materiality Concept, Consistency Concept, Conservatism Concept, Defining Accounting Principles, Objectives of Accounting Principles, Features of Accounting Principles, The Accounting Standards,
Unit 3 Accounting Process: Recording of Transactions

Unit 4 Trail Balance and Rectification of Errors
Introduction, Concept of Trial Balance, Objectives of Trail Balance, Importance of Trial Balance, Methods of preparing a Trail Balance, Limitations of Trail Balance, Rectifications of Errors, Errors of Omission, Errors of Commission, Errors of Principle, Compensating Errors, Summary, Keywords, Review questions, Further Readings

Unit 5 Preparation OF Financial Statements

Unit 6 Depreciation

Unit 7 Bank Reconciliation Statement
Introduction, Meaning of Bank Reconciliation Statement, Objective of Bank Reconciliation Statement, Need for Bank Reconciliation Statement, Importance of Bank Reconciliation Statement, Technique of Preparing Bank Reconciliation Statement, Solved Illustrations, Summary, Keywords, Review questions, Further Readings

Unit 8 Budget Concept and Types
Introduction, Concept of Budget, Types of Budget, Solved Illustrations, Summary, Keywords, Review questions, Further Readings

Unit 9: Cash Flow and Funds Flow Statements
Unit 10 Analysis of Financial Statements
Introduction, Determining the Parameters of Organizational Health, Profitability, Liquidity, Solvency and Efficiency, Tools of Financial Analysis, Percentile Financial Planning, Common Size Statement, Comparative Statement, Ratio Analysis, Solved Illustrations, Summary, Keywords, Review questions, Further Readings

Unit 11 Cost Accounting, Management Accounting and Process Accounting
Introduction, Concept of Cost Accounting, Need of Cost Accounting, Objectives of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Advantages of Cost Accounting, Classification of Costs, Methods of Cost Accounting, Cost Sheet, Cost Centers and Cost Units, Concept of Management Accounting, Nature of Management Accounting, Scope of Management Accounting, Objectives of Management Accounting, Functions of Management Accounting, Changing Role of Management Accounting in Dynamic Business Environment, Process of Management Accounting, Tools and techniques of Management Accounting, Relationship between Management Accounting and Financial Accounting, Relationship between Management Accounting and Cost Accounting, Concept of Process Accounting, Nature of Process Accounting, Features of Process Accounting, Advantages of Process Accounting, Disadvantages of Process Accounting, Procedure of Process Costing, Process of Cost Accounting Summary, Keywords, Review questions, Further Readings

Unit 12 Standard Costing, Variance Analysis and Responsibility Accounting

Reference Books:
- Financial Management by Anil Kr. Dhagat (Paperback, Dreamtech Press)
- Managerial Accounting By Balakrishnan, Sivaramakrishnan, Sprinkle (Paperback, Wiley India)
- Accounting For Non-Specialists By Michael Jones (Paperback, Wiley India)

MP103 --- Managerial Economics

Unit 1 Introduction to Managerial Economics
Introduction, Concept of Managerial Economics, Scope of Managerial Economics, Significance of Managerial Economics, Distinction between Economics and Managerial Economics, Managerial Economics in Other Disciplines, Role of a Managerial Economist, Major Economic Problems, Decision Making Process, Summary, Key Terms, End of Chapter Exercise

Unit 2 Profit
Unit 3 Demand and Supply

Introduction, Concept of Demand, Determinants of Demand, Law of Demand, Changes in Demand and Quantity Demanded, Concept of Supply, Determinants of Supply, Law of Supply, Changes in Supply and Quantity Supplied, Market Equilibrium: Demand and Supply Equilibrium, Summary, Key Terms, End of Chapter Exercise.

Unit 4 Utility Analysis of Consumer Demand


Unit 5 Elasticity of Demand and Supply

Introduction, Elasticity of Demand, Price Elasticity of Demand, Measurement of Price Elasticity, Factors Influencing Price Elasticity of Demand, Practical Applications of Price Elasticity of Demand, Income Elasticity of Demand (types, measurement and significance), Cross Elasticity of Demand (types, measurement and significance), Advertisement Elasticity of Sale, Elasticity of Supply, Types of Elasticity of Supply, Methods of Measuring Elasticity of Supply, Factors Determining Elasticity of Supply, Summary, Key Terms, End of Chapter Exercise.

Unit 6 Demand Forecasting

Introduction, Concept of Demand Forecasting, Significance of Demand Forecasting, Objectives of Demand Forecasting, Factors Influencing Demand Forecasting, Steps of Demand Forecasting, Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Limitations of Demand Forecasting, Criteria for Efficient Demand Forecasting, Summary, Key Terms, End of Chapter Exercise.

Unit 7 Production and Cost Function

Introduction, Production Function, Short-Run Production, Long-Run Production, Iso-Cost Lines, Producer’s Equilibrium, Returns to Scale, Different Types of Production Functions, Cobb-Douglas Production Function, Leontief Production Function, CES Production Function, Concept of Cost, Kinds of Costs, Types of Cost in Long Run and Short Run, Economies and Diseconomies of Scale, Concept of Revenue, Average Revenue, Marginal Revenue, Relationship between Total Revenue and Marginal Revenue, Relationship between Average Revenue and Marginal Revenue, Break-Even Analysis, Margin of Safety, Uses and Limitations of Break-Even Analysis, Summary, Key Terms, End of Chapter Exercise.

Unit 8 Pricing and Output Determination under Perfect and Imperfect Competition

Introduction, Concept of Market, Types of Market Structures, Purely Competitive Market, Perfectly Competitive Market, Imperfectly Competitive Market, Price and Output Determination under Perfect Competition, Demand Curve under Perfect Competition, Price-Output Equilibrium under Perfect Competition, Price and Output Determination under Monopoly, Demand and Marginal Revenue under Monopoly, Price-
Output Equilibrium under Monopoly, Concept of Dumping, Price and Output Determination under Monopolistic Competition, Demand and Marginal Revenue under Monopolistic Competition, Price-Output Equilibrium under Monopolistic Competition, Comparison between Monopolistic Competition and Perfect Competition, Indeterminate Price and Output in Oligopoly, Summary, Key Terms, End of Chapter Exercise.

Unit 9 Pricing Strategies and Practices
Introduction, Concept of Product Pricing, Pricing Methods, Pricing Strategies, Unethical Pricing Practices, Concept of Factor Pricing, Theories of Factor Pricing, Equilibrium of a Firm in Factor Market, Transfer Earnings, Wages, Determinants of Real Wages, Theories of Wages, Determination of Wages under Imperfect Competition, Rent, Theories of Rent, Quasi-Rent, Interest, Components of Gross Interest, Theories of Interest, Profit, Summary, Key Terms, End of Chapter Exercise

Unit 10 Macroeconomics Analysis
Introduction, Significance of Macroeconomic Analysis, Concept of National Income, Keynesian Theory of Employment, Principle of Effective Demand, Determination of Effective Demand, Determination of Equilibrium Level of Employment, Determinants of Income and Employment, Propensity to Consume, Inducement to Invest, Determination of National Income (Two-sector, three-sector, and four-sector) Concept of Business Cycles, Concept of Money, Functions of Money, Demand and Supply of Money, Theories of Money, Concept of Inflation, Inflation, Causes of Inflation, Methods for Measuring Inflation, Measures of Inflation, Banking, Key Terms, End of Chapter Exercise

Unit 11 Role of Government in an Economy

Unit 12 International Economics

Reference Books:

- Managerial Economics by Prof. (Dr.) Jaswinder Singh (Paperback, Dreamtech Press)
- Managerial Economics An Economics Foundation for Business Decisions by Barry Keating (Ph. D.) & Holton Wilson (DBA) (Paperback, Biztantra)
- Managerial Economics by William F. Samuelson, Stephen G. Marks (Paperback, Wiley India)

MP104 — Quantitative Techniques for Managerial Applications

Unit 1 Introduction to Quantitative Techniques
Introduction, Concept of Quantitative Techniques, Applications of Quantitative Techniques in Business Decision Making, Modeling in Quantitative Techniques, Stages in Model Building, Types of Business Problems, Advantages of Mathematical Modeling, Summary, Key Terms, End of Chapter Exercises

Unit 2 Statistics in Business: An Approach of Quantitative Techniques
Unit 3 Correlation and Regression

Correlation, Types of Correlation, Karl Pearson’s Coefficient of Correlation, Rank Correlation Method, Spearman’s Rank Correlation Coefficient, Regression, Regression Lines, Application of Regression Lines for Forecasting Sales, Coefficient of Regression, Summary, Key Terms, End of Chapter Exercises

Unit 4 Probability and Probability Distribution


Unit 5 Linear Programming Models

Introduction, Meaning of Linear Programming, Assumptions of Linear Programming, Advantages and Limitations of Linear Programming, Graphical Solution of a Linear Programming Problem, Simple Method, Big Method, Conversion of Primal to Dual Problem, Two Phase Method, Sensitivity Analysis, Summary, Key Terms, End of the Chapter Exercise

Unit 6 Transportation and Assignment Problems

Introduction, Transportation Problem, Procedure for Solving Transportation Problem, Special cases in the Transportation Problems, Trans-shipment, Assignment Problem, Mathematical Statement of Assignment Problem, Methods to Solve Balanced and Unbalanced Problems, Summary, Key Term, End-of-Chapter Exercises

Unit 7 Project Scheduling

Introduction, Concept of Project Scheduling, Developing a Project Network, Estimation of Time, Project Network Analysis, CPM Model, PERT Model, Gantt Chart, Summary, Key Terms, End of Chapter Exercises

Unit 8 Inventory, Queuing, and Sequencing Models

Introduction, Concept of Inventory Control, Significance of Inventory Control, Inventory Models, Queuing Models, Importance of Queuing Model, Different Queuing Models, Sequencing Model, Rules of Priority, Sequencing n Jobs on one Machine, Sequencing ‘n’ Jobs on Two Machines, Sequencing n Jobs through two Machine Centers with Johnson’s Rule, Markov Analysis, Transition Matrix, Estimating the Future Market Share, Steady State Situations, Absorbing Chains, Summary, Key Terms, End of Chapter Exercises

Unit 9 Simulation

Introduction, Concept of Simulation, Importance and Limitations of Simulation in Management, Steps for Solving Problem through Simulation, Techniques of Simulation, Monte Carlo Simulation, Inventory Control and Simulation Computer Simulation, Summary, Key Terms, End of Chapter Exercises
Unit-10 Game Theory and Decision Making

Introduction, Concept of Game Theory, Types of Strategies in Game Theory, Types of Game, Nash Equilibrium, Prisoners’ Dilemma, Concept of Decision Making, Decision-Making Conditions and Strategies, Decision Making Under Uncertainty, Decision Making Under Risk, Marginal Analysis, Utility as a Decision Criterion, Summary, Key Terms, End of Chapter Exercise

Unit-11 Theory of sets

Introduction, the new concept of set, Notations, Representations of set some basic definitions, theorem on subsets, Venn Diagrams, Set Operations, Laws of Sets, Applications of Venn Diagrams Summary, Key Terms, and End of Chapter Exercises

Unit-12 Logarithms and Progression

Introduction, Logarithms, Laws Of Operations, Compound Interest, Arithmetic Progression, Geometric progression, Annuities, Loans. Summary, Key Terms, End of Chapter Exercises

Reference Books:-

- **Introduction To Statistical Quality Control**, fourth edition by DOUGLAS C. MONTGOMERY (Paperback, Wiley India)
- **Measurement, Statistics And Computation** by DAVID MCCORMICK, ALAN ROACH (Paperback, Wiley India)
- **Quantitative Techniques: Theory & Problems** by Tulsian (Paperback, Pearson Education)

MP111—Management Information System

UNIT I: Foundation of Information Systems

UNIT II: Systems Concepts

UNIT III: Information Systems, Organizations and Business Processes
Introduction, What is an Organization?, Salient Features of Organizations, How Organizations Affect Information Systems?, How Information Systems affect Organizations?

UNIT IV: Information Management and Decision-making
UNIT V: Integration of Information

UNIT VI: Tactical and Strategic Level

UNIT VII: Transaction Processing Systems (TPS)
Introduction, Transaction Processing Systems

UNIT VIII: Information Systems and Strategy

UNIT IX: Decision Support Systems (DSS)

UNIT X: Artificial Intelligence
Introduction, Artificial Intelligence, Why Business is Interested in Artificial Intelligence?, Capturing Knowledge: Expert Systems, Organizational Intelligence: Case-based Reasoning, Other Intelligent Techniques

UNIT XI: Management of Information Systems and Information Technology

UNIT XII: Managing Infrastructure and Enterprise Systems
Introduction, Managing IT Infrastructure and Architecture: Enterprise Computing, Managing the New IT Infrastructure, Enterprise Systems, Industrial Networks and Extended Enterprise Systems

UNIT XIII: Enterprise Resource Planning (ERP)
Introduction, Enterprise Resource Planning

UNIT XIV: Information Systems – Security and Control
Introduction, System Vulnerability and Abuse, Creating a Control Environment, Security and the Internet, Developing a Control Structure: Costs and Benefits, Role of Auditing in the Control Process, Ensuring System Quality

UNIT XV: Challenges in Management of Information Systems
Unit 1 An Introduction to HRM


Unit 2 Job Analysis, Job Description, Job Specification and Job Evaluation


Unit 3 Recruitment and Selection


Unit 4 Training and Development


Unit 5 Performance Appraisal


Unit 6 Career Planning and Succession Planning

Unit 7 Motivation

Introduction, Concept of Motivation, Factors affecting Motivation, Process of Motivation, Significance of Motivation, Guidelines to Motivate Employees, Concept of Reward, Objectives of Reward, Features of Reward System, Determinants of Reward, Types of Rewards, Quality of Work Life, Summary, Keywords, Review questions, Further Readings.

Unit 8 Participation, Empowerment, and Change Management


Unit 9 Compensation Management


Unit 10 Employee Welfare and Social Security


Unit 11 Teams and Groups in an Organization

Introduction, Concept of Team, Types of Team, Structure of a Team, Stages of Team Development, Concept of group, Types of Groups, Group Models, Difference between Team and Group, Concept of Communication,
Types of Communication, Communication Process, Barriers to Effective Communication, Measures to Reduce Communication Barriers, Communication Roles, Summary, Keywords, Review Questions, Further Readings.

Unit 12 Human Resource Information System


Reference Books:-
Human Resource Management (Third Ed.) by Lawrence S. Kleiman (Paperback, Biztantra)
Training & Development (Indian Text Ed.) by B. Janakiram (Ph. D.) (Paperback, Biztantra)

MP119P—Industrial Training
MP120P—Presentation/Seminar

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