

## SEMESTER III (Human Resource)

### 0203096: ENTERPRISE RESOURCE PLANNING

Full Marks: 100

#### **Introduction to Enterprise Resource Planning (ERP)**

Marks: 9

Introduction; History and Evolution; Meaning; Definition; Concept; Implementation of an ERP System; Advantages of ERP; Disadvantages of ERP; Applicability of ERP; Reasons for the Growth of the ERP Market; Success of the ERP

#### **Enterprise—An Overview**

Marks: 7

Introduction; The Integration of Management Information System; Modelling Business with Information Systems; The Integrated Data Model (IDM); Objectives and Types

#### **ERP and Related Technologies**

Marks: 12

Introduction; Business Process Reengineering: Steps Involved; Data warehousing: features; Data Mining; Online Analytical Processing (OLAP); Supply Chain Management; Product Life Cycle Management (LCM); Geographic Information System (GIS); Customer Relationship Management

#### **ERP — A Manufacturing Perspective**

Marks: 16

Introduction; Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM): Uses of CAD and CAM; Material Requirement Planning (MRP): Master Production Schedule, Bill of Materials Closed Loop MRP; Manufacturing Resource Planning-II (MRP-II); Distribution Requirement Planning (DRP); JIT and Kanban System: Elimination of Waste, Quality Management, Total Employee Involvement, Kanban, Benefits of JIT, Pitfalls of JIT; Product Data Management (PDM): Classification of Components, Classification of Documents, Product Structure, Querying the Data, Benefits of PDM; Process Management; Work Management; Workflow Management; Work History Management; Make-To-Order (MTO) and Make-To-Stock (MTS); Assemble-To-Order (ATO); Engineer-To-Order (ETO); Configure-To-Order (CTO)

#### **ERP Modules**

Marks: 8

Introduction; Finance Modules; Sales and Distribution Modules; Manufacturing Modules; Human Resources Modules: Personnel Management, Organisational Management, Payroll Accounting, Time Management; Plant Maintenance Modules; Quality Management Modules: Computer Integrated Quality Management (CIQ); Materials Management

#### **Advantages and Disadvantages of ERP**

Marks: 10

Introduction; Reduction of Lead-time; On-time Shipment; Reduction in Time Cycle; Improved Resource Utilisation; Better Customer Satisfaction; Increased Flexibility; Reduced Quality Cost; Improved Information Accuracy and Decision Making Capability; Disadvantages of ERP Systems

#### **ERP Market**

Marks: 15

Introduction; SAP AG: Company Profile, Products and Technology; R/3 – Overview: The R/3 System, Best Business Practices and New Technologies, R/3 Application Modules, R/3 Modules, R/3-Open for Customised Strategic Information Management, Distributed Applications, R/3 and the Internet; SAP's Business Engineer; SAP Advantage; BAAN Company: Company Profile, Technology and Products, Serving Vertical Industries, BaanERP Modules, BaanERP Tools, Software Development and Administration Tools; Oracle Corporation: Vertical Solutions; PeopleSoft

Incorporation: Company Profile, Management Solutions, Commercial Solutions, Industry Solutions, People Tools, Technology, Partnerships, PeopleSoft Implementation Toolkit; System Software Associates, Inc. (SSA): Company Profile, BPCS Client/Server; QAD: Company Profile, Products

### **ERP Implementation Cycle**

Marks: 10

Introduction; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Re-engineering; Configuration; Implementation Team Training; Testing; Going Live; End-user Training; Post-implementation (Maintenance Mode)

### **Vendors, Consultants and Users**

Marks: 5

Introduction; In-house Implementation – Pros and Cons; Vendors: Role of the Vendor; Consultants: Role of Consultants; End-Users

### **Future Directions in ERP**

Marks: 8

Introduction; New Markets; New Channels; Faster Implementation Methodologies; Business Model and Business Application Programming Interfaces (BAPI's); Convergence on Windows NT; Application Platforms; New Business Segments; More Features; Web Enabling; Market Snapshot

### **Reference Books:**

1. Altekar, R.V., 2006. *Enterprisewide Resource Planning: Theory And Practice*, ERP Market, PHI Learning Pvt. Ltd.
2. AMR Research Inc., 2000, ERP Vendors Race to Put the E Back in ERP. Available at: <<http://www.apics.org/magazine/Feb00/industrywatch.htm>> ERP. [Accessed 26 December 2010].
3. CALDWELL, Bruce and Tom STEIN, 1998, *Beyond ERP : New IT Agenda*.
4. Chen, Chih-che, Taiwan Enterprise Data Operation Requirement Analysis: Manufacturing Version, MIC Research, Report, 2001/3.
5. Chen, P.P., 1977. The Entity-Relationship Model - A basis for the Enterprise View of Data. American Federation of Information Processing Societies(AFIPS) National Computer Conference, Dallas, Texas, 1977, AFIPS Press, Vol. 46.
6. Christopher P.H., and Light, B., 1999, *A Critical Success Factors Model for ERP Implementation*, IEEE Software.

## **0203375: LEADERSHIP AND TEAM MANAGEMENT**

Full Marks: 100

### **Leadership Behaviour: An Overview**

Marks: 12

Introduction; Leader Vs Manager; Leadership as a Process and a Product; Attributes of Leaders Vis-à-vis Educational System; Characteristics of Leadership in the Educational System; Principles of Leadership: Know Yourself and Seek Self-improvement, Be Technically Proficient, Seek Responsibility and Take Responsibility, for your Actions, Make Sound and Timely Decisions, Set the Example, Know Your People and Lut for their Well-being, Developed a Sense of Responsibility in your People, Ensure that Tasks are Understood, Supervised, and Accomplished, Train as a Team, Use

the Full Capabilities of your Institution; Factors of Leadership: Leader, Communication, Situation; Leadership Theories: Great Man Theory, Trait Theory, Contingency Theory, Fiedler's Least Preferred Co-worker (LPC) Theory, Situational Theory, Hersey and Blanchard's Situational Leadership Theory, Behavioural Theory, The Managerial Grid Model, Participative Theory, Management Theory, Relationship Theory; Developing Teachers' Leadership Skills: Emerging Opportunities for Leadership

### **Definition of Leadership and Importance of Team Building**

Marks: 12

Introduction; Classification of Leadership: Executive Appointed Leadership, Leader Appointed by the Group, Self-Appointed Leader; Factors of Leadership: Leader, Followers, Communication, Situation; Characteristics of Leadership: Interpersonal Skills, Communication Skills, Values, Organisational Consciousness, Confidence, Flexibility, Creativity Skills, Achieving Results; Tasks of Leadership; Approaches of Leadership: The Trait Approach, The Use of Authority Approach, Likert System Approach, Managerial Grid Approach, Path-Goal Approach, Contingency Approach, Continuum Approach; Team and Team Building; Twelve Cs for Team Building: Clear Expectations, Context, Commitment, Competence, Charter, Control, Collaboration, Communication, Creative Innovation, Consequences, Coordination, Cultural Change; Development of a Team

### **Leadership Styles**

Marks: 11

Introduction; Defining Leadership; Characteristics of an Ideal Leader; Theories of Leadership Style: Charismatic Leadership, Participative Leadership, Situational Leadership, Transactional Leadership, Transformational Leadership, Servant Leadership; Leadership Style Vis-A-Vis Educational Institution

### **Models, Styles and Training of Leadership**

Marks: 14

Introduction; Models of Leadership: Trait Model, Situational Model, Behavioural (Style) Model, Tridimensional Leader Effectiveness Model, Maturity and the Leaders Behaviour; Leadership Style and Nursing Staff Job Satisfaction; Styles of Leadership: Authoritarian or Autocratic Leadership, Democratic Leadership, Laissez-Faire Leadership, Bureaucratic or Rules-centered Leadership, Charismatic Leadership; Transactional and Transformational Leadership: Strategies of Transformational Leadership; Training for Leadership: Concept of Training for Leadership, Purposes of Training of Nurses, Steps and Process, Uses of Different Settings; Effective Nursing Leadership: Definition, Techniques of Effective Leadership

### **Team Management**

Marks: 12

Introduction; Methods to Make Teamwork Happen; Methods to Create Effective Team; Work Break Down Structure: Setting Ground Rules, Creating a Team Mission Statement; Steps for Effective Training Approach for Team; Techniques of Training Team; Organisational Culture, Structure and Team Management; Modern Concept; Team Effectiveness Framework

### **Resolving Conflicts**

Marks: 14

Introduction; Conflicts and Types: Definition, Types, Sources of Inter Personal Conflict, Causes, Conflicts Arise from Differing Needs; Conflict Resolution: Principles of Conflict Resolution; Resolving Workplace Conflict: Conflict Resolution Techniques, Confront the Conflict, Techniques of Conflict Resolution, Ten Steps in Conflict Resolution, Components of Conflict Resolution, Stress and Resolution of Conflict; Conflict Resolution Techniques: Preventative Techniques, Other Techniques, Positive Outcomes of Conflicts; Personality Conflict and Resolution

### **Change Management**

Marks: 16

Introduction; Definition of Management; Approaches; Nature: Management: An Economic Resource, Management: A System of Authority, Management: A Class, Team or Group, Management: Science or Art, Management: A Profession; Management Principles; The Management Functions: Planning, Organising, Staffing, Directing, Coordinating, Control;

Change Management; Issues about Change Management: Responsibility for Managing Change, Change must Involve the People, Change Management Principles, John P Kotter's 'Eight Steps to Successful Change', Organisational Change, Training and Learning, Organisational Change, Training and Development and 'Motivation'; Consent to Change: Fact 1, Fact 2, Fact 3; Five Basic Principles and How to Apply Them for Change?: Principle 1: Different People React Differently to Change, Principle 2: Everyone has Fundamental Needs that have to be Met, Principle 3: Change Often Involves a Loss, and People go through the 'Loss Curve', Principle 4: Expectations Need to be Managed Realistically, Principle 5: Fears have to be Dealt With; Psychological Contract and People Organisational Relationship: Psychological Contract, The People Organisation Relationship

### **Leadership and Coordination**

Marks: 10

Introduction; Leadership in Disaster Situations: Concept and Significance: District Administration, Local Leadership, State and National Level Leadership; Leadership Styles: Personal Qualities and Self-confidence, Professional Competence, Sound Judgment and Appropriate Decision Making, Ability to Communicate, Appropriate Style of Leadership; Co-Ordination: Concept and Significance; Principles and Techniques of Coordination: Clear Role Allocation, Networking; Role of Leader and Coordinator; Team Coordination: Explicit Coordination, Implicit Coordination; Evolution of Positions: Requirements and Design for Explicit Coordination, Requirements and Design Criteria for Implicit Coordination; Relationship Between Explicit and Implicit Coordination: Requirements and Design Criteria

### **Reference Books:**

1. Quick, L. T., 1992. *Successful Team Building*, AMACOM Div American Mgmt Assn.
2. Rogers, B., 2002. *Teacher Leadership and Behaviour Management*, SAGE.
3. Sadler, P., 2003. *Leadership*, 2nd ed., Kogan Page Publishers.
4. Salas, E., Goodwin, F. G. & Burke, S. C., 2008. *Team Effectiveness In Complex Organizations: Cross-Disciplinary Perspectives and Approaches*, CRC Press.
5. Sharma, R. R., 2006. *Change Management*, Tata McGraw-Hill Education.
6. Shriberg, A. & Shriberg, D., 2011. *Practicing Leadership Principles and Applications*, 4th ed., John Wiley and Sons

## **0203078: LEGAL FRAMEWORK AND BUSINESS**

Full Marks: 100

### **Company Law**

Marks: 12

Introduction of Company and its Basic Concept; Distinct Features; Distinction between Company and Partnership; Illegal Association; Types of Companies: Primary Produce, Forms of Business Organisation, Sole Proprietorship, Joint Hindu Family Firm, Partnership Form of Organisation; Controls and Influence: Beginning of Money Lending; Formation, Incorporation and Commencement of Business of a Company: Promotion Stage, Incorporation Stage, Raising Capital, Commencement of Business; Memorandum and Articles of Association: Memorandum of Association, Name Clause, Registered Office Clause, Object Clause, Liability Clause; Doctrine of Ultra-vires Transaction: Consequences of an Ultra-vires Transaction, Exceptions; Articles of Association; Share Capital; Meetings: Statutory Meeting, Annual General Meeting, Other Statutory Requirements, Minutes of Meeting

**Indian Contract Act, 1872**

Marks: 18

Introduction: definition; Contracts: Essential Elements of a Valid Contract, Types, Validity, Formation; Communication, Acceptance and Revocation of Proposals: Communication When Complete, Revocation of Proposals and Acceptances, Revocation, Acceptance Must Be Absolute, Acceptance by Performing Conditions or Receiving Consideration, Promises, Express and Implied; Contracts, Voidable Contracts and Void Agreements; Consent: Free Consent, Coercion (under section 15), Undue Influence (under section-16), Fraud (under Section- 17), Misrepresentation and Fraud (under Section-18), Mistake (under Section-20, 21 and 22); Agreement Without Consideration; Agreement in Restraint of Marriage Void; Agreements Void for Uncertainty; Contingent Contract: Rules of Contingent Contract; Agreements by Way of Wager Void; Quasi Contract; Compensation for Breach of Contract where Penalty Stipulated for Various Cases; Indemnity and Guarantee: Contract of Indemnity, Right of Indemnity holder when Sued, Contract of "Guarantee", "Surety", "Principal Debtor" and "Creditor", Consideration for Guarantee, Surety's Liability, Continuing Guarantee "Bailment", "Bailor" and "Bailee"; Agency, Appointment and Authority of Agents

**Sales of Goods Act, 1930**

Marks: 10

Sales of Goods Act, 1930; Definition; Formation of the Contract; Effects; Performance; Rights of Unpaid Seller Against the Goods; Suits for Breach of the Contract

**The Negotiable Instruments Act, 1881**

Marks: 12

Introduction; Short Title; Repeal of Enactments; Notes, Bills and Cheques: Contract of Indemnity, Right of Indemnity holder when Sued, Contract of "Guarantee", "Surety", "Principal Debtor" and "Creditor", Consideration for Guarantee, Surety's Liability, Continuing Guarantee, Penalties in Case of Dishonor of Certain Cheque for Insufficiency of Funds in the Accounts

**The Consumer Protection Act, 1986**

Marks: 15

The Consumer Protection Act, 1986: Short Title, Extent, Commencement and Application, Definition; The Central Consumer Protection Council; Procedure for Meetings of the Central Council: Objects of the Central Council, The State Consumer Protection Councils, The District Consumer Protection Council, Establishment of Consumer Disputes Redressal Agencies, Jurisdiction of the District Forum, Manner in Which Complaint Shall Be Made, Procedure on Receipt of Complaint, Appeal; Composition of the State Commission: Jurisdiction of the State Commission, Transfer of Cases, Hearing of Appeal, Composition of the National Commission; Jurisdiction of the National Commission; Power of and Procedure Applicable to the National Commission: Transfer of Cases, Appeal; Limitation Period; Finality of Orders: Enforcement of Orders; Dismissal of Frivolous or Vexatious Complaints; Penalties; Service of Notice and Others; Power of the National Commission to Make Regulations: Power to Make Rules; Rules and Regulations to be Laid Before Each House of Parliament

**The Information Technology Act 2000**

Marks: 14

Introduction; Digital Signature; What Does the IT Act Enable?; Bar of Limitation: Computation of Period of Limitation, Effect of Fraud or Mistake, Effect of Acknowledgment in Writing, Continuing Breaches and Torts, Law of Limitation, Limitation in Criminal Matters; Electronic Governance: Legal Recognition of Digital Signatures, Use of Electronic Records and Digital Signatures in Government and its Agencies, Retention of Electronic Records, Publication of Rule, Regulation in Electronic Gazette, Sections 6,7 and 8, Power to Make Rules by Central Government

**Study of the Legal Framework on Human Rights**

Marks: 8

Introduction; Major Challenges to the Traditional State Centred Paradigm; Norms on the Responsibilities of Transnational Corporations and Other Business Entities; UN Human Rights Council; Ethical and Economic Reasons for Complying with Human Rights; European Legal Framework; European Corporations

## **The Legal Framework of Life Insurance**

Marks: 12

Introduction; Limitations on Mortgage Investments; Limitations on the Amounts Loanable on the Specific Properties; Limitations on the Geographical Scope of Lending; Provisions Relating to Maturity and Amortization; Provisions Relating to Equity Investment in Real Estate

### **Reference Books:**

1. Alan, S., 1973. *Legal Framework of Business* (Management & Marketing) Macmillan.
2. Bob, H., 2011. *Equality: The New Legal Framework*. Hart Publishing.
3. Borowalia, J.N., 2004. *Commentary on the Consumer Protection Act 1986*. Universal Law Publishing Co.
4. Cosimo, M., 1998. *A Legal Framework for Bioethics*. Springer, 1st ed.
5. Das, B.K., 1998. *Consumer Protection Act, 1986 (Act no. 68 of 1986): The most analytical, critical, exhaustive, and updated commentary*, 2nd ed., Sodhi Publication.
6. EBC, 2008. *Sales of Goods Act, 1930*, 24th Ed., Eastern Book Co.
7. *Economics and Business Fundamentals*. 2003. Indian (Kolkata). Directorate of Studies The Institute of Cost and Work Accountants of India.

## **0203060: ENTREPRENEURSHIP**

Full Marks: 100

### **Basics of Entrepreneurship**

Marks: 10

Introduction; The Entrepreneur; Evolution of Entrepreneurship: Traits; Entrepreneurship and Intrapreneurship; Entrepreneurship, Intrapreneurship; Entrepreneurial Culture: Elements of Entrepreneurial Culture, The Building Blocks of Entrepreneurial Culture; Comparison of Traditional Manager, Intrapreneurs and Entrepreneurs; Role of Entrepreneurship in India

### **Entrepreneurial Development Process**

Marks: 12

Introduction; The Entrepreneurial Environment; Entrepreneurial Decisions; Types of Enterprises; Problems in Small Scale Enterprise; The Entrepreneurial Process; Entrepreneurial Process Models: The Four Stage Growth Model, The Corporate Development Process Model; Key Success Factors for Entrepreneurs; Characteristics of Successful Entrepreneurs; Functions

### **The Business Planning Process**

Marks: 12

Introduction; Principles for Business Planning; Common Elements in a Business Plan Executive Summary; Defining a Business Idea; Identifying Problems and Opportunities; Purpose of Business Plan: Purpose of Planning; Environmental Analysis: Environment Search, Types of Environment, Environmental Scanning; Entrepreneurship Development Cycle; Business Incubators

### **Project Management**

Marks: 11

Introduction; Entrepreneur as a Project Manager; Feasibility Study; Setting up a Project: Project Selection, Technology and Machinery: Process selection, Financial Assistance for Small Scale Industries, Unit Development; Risk Management; Management of Cash; Management of Inventory

## **Marketing Function and Strategies**

Marks: 12

Introduction; Definition of Marketing; Concepts; The Marketing Mix: The Product, Price, Place, Promotion; Market Research: Secondary Research, Primary Research; Market Segmentation; Marketing Strategy; Marketing Plan: Review Mechanism, Use of Marketing Plans; Marketing Budget; E-marketing: E-marketing Techniques

## **Sources of Finance**

Marks: 16

Introduction; Financial Decisions to Make Before Starting a Business; Stages of Entrepreneurial Financing; Equipment Leasing or Equipment Financing; Inventory Financing; Factoring Accounts Receivables; Bank Finance through Commercial Banks and Financial Institutions: Fund Based Bank Facilities, Non-fund Based Bank Facilities; Schemes offered by Various Banks and Financial Institutions: Industrial Development Bank of India (IDBI), State Bank of India (SBI), Industrial Credit and Investment Corporation of India (ICICI), Small Industries Development Bank of India (SIDBI), State Financial Corporation (SFC), The Maharashtra State Financial Corporation (MSFC), National Bank for Agriculture and Rural Development (NABARD), Other Banks offering Financial Assistance; Venture Capital Funding (VCF): Characteristics of Venture Capital Funding, Advantages of Venture Capital, The Venture Capital Investment Process, Role of Venture Capital Investor

## **Human Resource Aspects**

Marks: 11

Introduction; Human Resource Planning; Formation of Entrepreneurial Team; The Recruitment Process; Training the Employees; Employee Motivation

## **The Legal Procedure for Setting up an Enterprise**

Marks: 11

Introduction; Type of Business Ownership; Registration of SSI Units; Permissions and Clearances: Regulatory or Taxation Clearances, Environment and Pollution Related Clearances, Product Specific Clearances, Labour Laws; Legal Acts Governing an Enterprise: Factories Act, 1948, The Payment of Wages Act, 1936, The Workmen's Compensation Act, 1923, The Industrial Employment Act, 1946, The Employees State Insurance Act, 1948

## **Role of Government in Entrepreneurial Development**

Marks: 14

Introduction; Incentives: importance; Various Incentives given by the Government of India to Small Scale Entrepreneurs; Incentives given to Export Oriented Units; Incentive Schemes by Maharashtra State Government; Agencies Promoting Entrepreneurship Development in India: Entrepreneurship Development Institute of India (EDII), National Small Industries Corporation Ltd. (NSIC), National Entrepreneurship Development Board (NEDB), Small Industries Service Institute (SISI), National Institute of Entrepreneurship and Small Business Development (NIESBUD), District Industries Centre (DIC), Prime Minister's Rozgar Yojana (PMRY) for Educated, Unemployed Youth

## **Women Entrepreneurship**

Marks: 12

Introduction; Definition of a Woman Entrepreneur; Factors Supporting; Characteristics; Barriers: Overcoming the Barriers; Promoting: Government's Role in Promoting Women's Enterprises, Supportive Measures for Women's Economic Activities and Entrepreneurship; NGOs Supporting Women Entrepreneurs: Self-employed Women's Association (SEWA), Association of Women Entrepreneurs of Karnataka (AWAKE), Area Networking and Development Initiatives (ANANDI), Private Sector Organisations; Leading Indian Women Entrepreneurs

## **Reference Books:**

1. Chatrapathy, M. M., 2007 *Basics of Business and Entrepreneurship*. Asian Centre for Entrepreneurial Initiatives.
2. Hisrich, R., Peters, M., Shepherd, D., 2006. *Entrepreneurship*. McGraw-Hill/Irwin. 7th ed.
3. Horner, W. G., 1998. *Employee Training and Development*, Human Resource Division, Eastern Services Branch.

4. Lal, A. K., Clement R. W., 2005. Economic Development in India: The Role of Individual Enterprise, *Asia-Pacific Development Journal*.
5. Singh, B., 2009. *Entrepreneurship Development*. Wisdom Publications.

## **0203339: HUMAN RESOURCE PLANNING**

Full Marks: 100

### **Introduction to Human Resource Planning System: The Emerging Context**

Marks: 12

Introduction; The Importance of HRP; Meaning and definition; Need for Planning; Types of Plans; The Process of Planning; Forecasting Techniques; Examining the External and Internal Issues; Determining Future Organisational Capabilities; Determining Future Organisational Needs; Implementing HR Programme to address Anticipated Problems; The role of HRP professionals; Barriers

### **Process and Functions of Human Resource Planning**

Marks: 13

Introduction (The concept and process of HRP); Preliminaries to Review; Manning Standards and Utilisation; HR Information Systems; HR Inventory and Analysis; HR Supply Planning; HR Control and Audit; Management HR Planning; Application to Individual Decisions

### **Methods and Techniques of Demand Management**

Marks: 13

Introduction; Human Resource Forecasting; Forecasting Demand for Employees; Managerial Dilemma; Issues in Demand Forecasting; Forecasting Techniques; Creation of an HR/Staffing Plan; Conclusion

### **Methods and Techniques for Supply Management**

Marks: 10

Introduction; Human Resource Inventory; Factors Affecting Internal Levels; Employee Turnover Analysis; The Cohort Method; The Census Method; Markov Chain; Renewal Models

### **Contemporary Trends in Managing Demand and Supply**

Marks: 16

Introduction; Emerging Organisation Structures; Transformations at the Workplace; Flexible Workplace; Building a Culture; Performance Appraisals; Staffing; Compensation and Benefits; Dealing with Relocations and Redundancies; Human Resource Measures and Audit; Trends in the Labour Supply; Trends in Labour Demand

### **Job Analysis**

Marks: 11

Introduction; Job Analysis; Some Considerations; Method of Collecting Information; Job Analysis: Process; Steps in the Job Analysis Process; Job Description; Design of Job Description; Uses of Job Description; Job Specification

### **Changing Nature of Roles**

Marks: 12

Introduction; Role Description; Kinds of Roles; Need for Role Descriptions; Uses of Role Descriptions; Changing Roles: Approaches; The Changing World of Work; Factors Contributing to Role Changes; Role Expectations

### **Human Resource Information Systems**

Marks: 14

Introduction; Concepts; Need; Technology Shifts and HRIS; Effectiveness of HRIS; IT supported HRIS; Designing and Implementing HRIS; HRIS as a Tool; Prerequisites for Introducing "Informating" HRIS; HRIS Leadership; Conclusion



## Reference Books:

1. Boroughs, A., Palmer, L. & Hunter, I., 2008. *HR Transformation Technology: Delivering Systems to Support the New HR Model*. Gower Publishing, Ltd.
2. Bramham, J. 1990. *Practical Staffing Planning*. IPM, London.
3. Broderick, R.F. & Boudreau, J. F., 1991. *Human resource information systems for competitive advantage: interviews with ten leaders*, Center for Advanced Human Resource Studies, School of Industrial and Labor Relations, Cornell University
4. Dessler, G., 2001. *Human Resource Management*. 7th ed., Prentice-Hall of India
5. Elliot, V. & Orgera, A., 1993. *Competing for and with Workforce – 2000*. HR Publication.
6. Varma, A., Budhwar, P. S. & DeNisi, A. S., 2008. *Performance Management Systems: A Global Perspective*. Taylor & Francis.

## 0203148: STRATEGIC MANAGEMENT AND BUSINESS POLICY

Full marks: 100

### Introduction to Business policy

Marks: 12

Introduction; Evolution as a Discipline: The Genesis of Business Day, Evolution based on Managerial Practices, Historical Perspective of the Evolution of Business Policy, Pointers to the Future; Meaning: Definitions, Need, Essentials of a Good Business Policy, Role, Different Types, Strategic Business Unit (SBU); Importance: For Learning the Course, For Understanding the Business Environment, For Understanding the Organisation, For Personal Development; Purpose of Business Policy; Objectives y: 1 In Terms of Knowledge, In Terms of Skills, In terms of Attitude

### An Overview of Strategy Management

Marks: 12

An Overview: Definition of Strategy, Types, Organisation and Strategy, Forms of Strategy, Strategic Environment, Meaning, Strategic Management Process, Facets; Strategic Decision Making Process; Functional Strategic Decisions: Financial Decisions, Marketing Decisions, Production and Operations Decisions, Pricing Decisions, Distribution Decisions; Strategic Planning: Dimensions of Planning, Strategic Planning and Control, Choice, Strategic Forecasting; Levels of Strategic Management; Strategic Audit: Aid to Decision Making; Globalisation and Environmental Sustainability: Challenges to Strategic Management: Impact of Globalisation, Impact of Environmental Sustainability

### Hierarchy of Strategic Intent

Marks: 15

Introduction to Strategic Intent: Concept of Stretch, Leverage and Fit, Hierarchy of Strategic Intent; Vision: definitions, benefits, process of envision, characteristics; Mission: Need of Mission, Usefulness of Mission, Formulating Mission, Characteristics of Mission Statement, Elements of an Ideal Mission Statement, Newest Trends in Mission Components, Difference between Vision and Mission; Business Definition: Dimensions of Business Definition, Levels at which Business could be Defined; Business Model; Goal and Objectives: Importance of Objectives, Roles of Objectives, Characteristics of Objectives, Issues in Objective-Setting, Types of Objectives, Areas in Objectives, How are Objectives Formulated?, Importance of Goal Setting, Balance Scorecard in Objective Settings

### Strategy Formulation and Planning

Marks: 11

Introduction to Strategy Formulation; Steps in the Process; Formulation of Strategy: Strategy Formulation in Large Company or Organisation, Strategy Formulation in the SME, Basis of Strategy Formulation; Strategic Planning: Differences between Operational Planning and Strategic Planning; Strategic Planning Process; Corporate Level Strategy:

Stability Strategies, Growth Strategies, Expansion Strategies, Merger Strategy, Takeovers or Acquisitions Strategy, Retrenchment Strategies, Portfolio Restructuring; Strategic Planning in MNE's (Multinational Enterprises): Types of MNE's, Planning Needs of MNE's, Planning Focus of MNE's, Planning Modes of MNE's, MNE's Planning in Practice, Subsidiary Development Path, Pitfalls in Planning

### **Strategic Analysis and Choice**

Marks: 10

Introduction - Strategic Choice: 1 Choice Process, Process of Strategic Choice, Balanced Scorecard; Strategy Analysis: Tools and Techniques for Strategy Analysis, Corporate Portfolio Analysis, SWOT Analysis, Experience Curve Analysis, Life Cycle Analysis, Industry Analysis, Strategic Groups Analysis, Competitor Analysis

### **Strategy Implementation**

Marks: 12

Introduction: Nature, Issues, to Strategy Implementation, Interrelationship between Formulation and Implementation of Strategy; A Model of Strategy Implementation: Major Themes in Strategy Implementation, Theme of Activating Strategy, Theme of Managing Change, Theme of Achieving Effectiveness; Project Implementation: Projects and Project Management, Project Management and Strategy Implementation; Procedural Implementation: Regulatory Mechanism in India, Procedural Implementation in Action; Resource Allocation: Strategic Budgeting, Aligning Resource Allocation to Strategy, Factors Affecting Resource Allocation, Difficulties in Resource Allocation

### **Functional and Operational Implementation**

Marks: 18

Introduction to Functional Strategies: Vertical Fit, Horizontal Fit; Functional Plans and Policies: Nature, Need, Development; Financial Plans and Policies: Sources of Funds, Usage of Funds, Management of Funds; Marketing Plans and Policies; Operations Plans and Policies: Production System, Planning and Control, Research and development; Personnel Plans and Policies: Personnel System, Organisational and Employee Characteristics, Industrial Relations; Information Management Plans and Policies: Factors related to Acquisition and Retention of Information, Factors related to Processing and Synthesis of Information, Factors related to Retrieval and Usage of Information, Factors related to Transmission and Dissemination, Integrative, Systematic and Supportive Factors: Product, Pricing, Place, Promotion, Integrative and Systemic Factors; Integration of Functional Plans and Policies: Consideration in Integration, Mechanism to Integrate Functional Plans and Policies; Operational Implementation: Operational Effectiveness, Areas of Operational Effectiveness, Productivity, Processes, People, Pace, Choice of Operational Implementation Practices, Applying Practices

### **Strategy Evaluation and Control**

Marks: 10

An Overview and nature: Importance of Strategic Evaluation, Participants, Barriers in Evaluation, Requirements for Effective Evaluation, Characteristics of an Effective Evaluation Strategy; Strategic Control: Purpose, Types, Operational Control, Difference between Strategic Control and Operational Control; Techniques of Strategic Evaluation and Control: Evaluation Techniques for Strategic Control, Evaluation Techniques for Operational Control, Special Purpose Techniques, Auditing Techniques; Process of Strategic Control: 1 Steps in Process of Strategic Control, Strategic Control, Successful Maintenance of Strategic Control; Role of Organisational Systems in Evaluation: Role of Information System, Role of Control System, Role of Reward System

### **Reference Books:**

1. Harrison, J., 2009. *Foundations in Strategic Management*, 5th ed., South-Western College Pub South-Western College Pub
2. Hill, C. and Jones, G., 2009. *Strategic Management Theory: An Integrated Approach*. Cengage Learning.
3. Hill, C., 2008. *Strategic Management: An Integrated Approach*, 2nd ed., John Wiley and Sons Ltd.
4. Hiriyappa, B., 2010. *Business Policy and Strategic Management*. CreateSpace.
5. Kazmi, A., 2002. *Business Policy and Strategic Management*, 3rd ed., Tata McGraw-Hill.
6. Luffman, G. and Sanderson, S., 1991. *Business Policy: An Analytical Introduction*, 2nd ed., Blackwell Pub.