

Department of Commerce
Aligarh Muslim University, Aligarh
HISTORY OF MANAGEMENT THOUGHT (MHR-1001)
MHRM-First Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This subject aims to delve into the historical aspects of management and trace the development.

Unit I: Introduction to the Past: Management before Industrial Revolution; Principles of Management: Henry Fayol and F.W.Taylor, Approaches/Schools of Management Thought-Classical, Neo-Classical and Modern. Professionalization of Management in India.

Unit II: Managerial Roles; Types of Managers; Management levels and skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Ethical and Environmental foundations of management; Quality management.

Unit III: Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship, Delegation and Decentralisation; Direction as Management Function.

Unit IV: Decision Making: Concept and Significance, types of Decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO); Motivation Meaning, Types of motivation, Importance, Theories of motivation Malsow's need hierarchy theory, Herzberg motivation-hygiene model, Victor-vroom expectancy model. William Ouchi's motivation theory, Lessons from Army, NGOs and Civil Administration on Managerial Practices and Issues.

Suggestive readings:

1. Stoner, James A.F., Freeman R.Edward and Gilbert, Jr.Daniel R., Management, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Koontz, O'Donnell, Principles of Management, McGraw Hill, Tokyo.
3. Sherlekar, S.a., Management, Himalaya Publications House, New Delhi.
4. Tripathy, P.C. and P.N. Reddy, Management, Tata McGraw Hill Pub. Co., Ltd.

Department of Commerce
Aligarh Muslim University, Aligarh
GROUP DYNAMICS IN ORGANISATIONS (MHR-1002)
MHRM-First Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This subject aims to inculcate in the students the understanding of group dynamics for successful management of groups in organisations.

Unit I: Personality, Perception, and Attribution Attitudes, Emotions, and Ethics; Motivation at Work Learning and Performance Management; Work Teams and Groups Decision Making by Individuals and Groups.

Unit II: Power and Political Behaviour Leadership and Followership; Conflict and Negotiation Jobs and the Design of Work; Organizational Design and Structure Organizational Culture

Unit III: Group formation; Nature of groups; Stress and Well-Being at Work Communication; Conflicts Management; Causes for Conflicts; Motivation Theories ; Productivity, Employee Morale and Motivation:

Unit IV: Building Relationships and Facilitating Legislative Framework: Trade Unions, Employers' Association: Managing Conflicts, Disciplinary Process, Collective Bargaining.

Suggestive readings:

1. Robbins, Stephen P., Organizational Behaviour, Pearson Education Pte. Ltd., New Delhi.
2. Davis, Keith & Newstrom, Human Behaviour at Work, Tata McGraw Hill Publishing Co. Pvt. Ltd., New Delhi.
3. Luthans, Fred, Organizational Behaviour, McGraw Hill Publishing Co. Ltd., Singapore.
4. Hersey Paul, Kenneth, H. Blanchard and Dewey E. Johnson Management of Organizational Behaviour, Leading Human Resources, Pearson Education Pte. Ltd., New Delhi.

Department of Commerce
Aligarh Muslim University, Aligarh
MANAGERIAL ECONOMICS (MHR-1003)
MHRM-First Semester (CBCS)

Credit – 04
Max. Marks -100
Sessional - 30 Marks
Examination - 70 Marks

Objective: This subject to enable the learners apply the economic concepts and tools in managerial decision –making

Unit I: Introduction: Meaning, nature, scope and objectives of Managerial Economics, Objectives of the firm, Role of Micro and Macro Economic Analysis in formulation of Business Policies. Basic Principles of Managerial Economics – Opportunity cost Principle; Incremental cost Principle, Discounting Principle; and equi-Marginal Utility Principle.

Unit II: Demand Analysis: Demand and Law of Demand, Determinants of demand on demand functions, elasticity of demand, measurement of price elasticity of demand –total expenditure method, proportionate method & point elasticity method. Demand forecasting- meaning and methods. Law of Supply. General Theory of price determination , role of time elements in price determination.

Unit III: Production function: its significance and role, Stages of production; Economies of scale; Estimation of production function; Economic value analysis; Short and long run cost function - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

Forms of Markets and Price determination: meaning characteristics, types of markets perfect and Imperfect, Price determination under different market conditions.

Unit IV: National Income: GDP & Other Measures of National Income. **Price Indices-** CPI/PPI. **Inflation:** Concept, Theories and Application, Aggregate Demand and Supply.

Fiscal and Monetary Policies -Concept, Business Fluctuations and Trade Cycles Theories and Its Relevance In Business Decisions.

Role of IMF, World Bank in the economic restricting of countries;

Suggested Readings

1. Samuelson, Paul , Economics, 18th edition, 2005, Tata-McGraw Hill.
2. Peterson & Lewis : Managerial Economics, Prentice Hall of Inddia
3. Gupta, G., Managerial Economics, 2004, Tata-McGraw Hill.
4. Rangarajan and Dholkia, Macroeconomics, Tata-McGraw Hill.

Department of Commerce
Aligarh Muslim University, Aligarh
LEGAL AND INDUSTRIAL RELATIONS (MHR-1004)
MHRM-First Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This subject aims to impart the basic knowledge of industrial relations.

Unit I: Understanding Industrial Relations (IR): Meaning, objective, scope and determinants; Dimensions of IR. Interaction among principle parties within social, economic, political contexts; Theories and evolution of IR in India; Framework for successful Industrial Relations programme.

Unit II: Approaches to the study of IR; Industrial Conflicts: Nature, causes and the effect of industrial disputes; Industrial Disputes Act 1947; Machinery to resolve industrial dispute in India (Conciliation, Arbitration, Adjudication); Alternative dispute resolution.

Unit III: Trade Unions: Objectives, Structure and Strategies; Problems and prospects of Trade Unions; Role of Indian Labour Organization in Trade Union Movement; Recognition of Trade Unions; Trade Union Act,1926 (Amendment Act, 2001) Factories Act 1948.

Unit IV: Unfair labour practices; Judicial delineation of unfair labour practices; code of discipline in industry; Contract Labour Act, 1970; Child Labour Prohibition and Regulation Act, 1986;Organizational safety and welfare in India; Future of Industrial Relations in India.

Suggestive readings:

1. Lata & Nair Personnel Management & Industrial Relations ,S. Chand
2. David Lewin -Contemporary Issues in Employment Relations, Amazon Publications
3. C.B Mamoria, S. Mamoria S.V. Gankar -Dynamics of Industrial Relations – Himalaya Publication House, 2010
4. P. N. Singh. Neeraj Kumar- Employee Relations Management, Pearson, 2011

Department of Commerce
Aligarh Muslim University, Aligarh
ACCOUNTANCY FOR MANAGEMENT (MHR-1005)
MHRM-First Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This subject aims to make the students aware about the fundamentals of management accounting.

Unit I: Financial Accounting-Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and generally accepted Accounting Principles (GAAP).Preparation of Journal, Ledger and Trial Balance.

Unit II: Final Accounts: Concepts and methods of Depreciation including straight line method, Diminishing balance method, Insurance policy method and Depreciation fund method. Preparation of Final Accounts–Manufacturing Account, Trading & Profit and loss Account and Balance sheet. Adjustments in final accounts.

Unit III: Management Accounting and Financial Analysis Management Accounting-Concept, need, importance and scope. Financial Analysis – Ratio Analysis and Du point Analysis, Preparation of Funds flow statement and Cash Flow statement.

Unit IV: Cost Accounting and Budgetary Control: Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element wise classification of various costs. Budget and Budgetary control including Performance Budgeting and Zero Based Budgeting.

Suggestive readings:

1. Financial Accounting, Heitger, L.E. and Matulich, Serge, New-York, Mc-Graw Hill, 1990.
2. Principles of Financial and Management Accounting, Financial and Managerial Accounting, Horngren, Charles, etc., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
3. Financial and Management Accounting. Needles, Belverd, etc., Boston, Houghton Mifflin Company, 1994.
4. Management Accounting, Hingorani, N.L. and Ramanathan, A.R., 5th ed., New Delhi, Sultan Chand, 1992

Department of Commerce
Aligarh Muslim University, Aligarh
PRINCIPLES FOR MARKETING (MHR-1006)
MHRM-First Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This subject aims to understand the theoretical and practical implications of principles of marketing.

Unit I: Understanding consumer and Industrial Markets. Segmentation, Targeting and positioning; Product Decisions – Product Mix; Product life cycle, New Product development; Branding and packaging decisions.

Unit II: Nature, scope and tasks of Marketing. Company Orientations towards the market place, Holistic Marketing, Shifts in Marketing, Marketing Management Tasks, Marketing Plan and Marketing organization. Marketing Information System and Marketing Research, Emerging trends in marketing, Web Marketing, E-marketing

Unit III: Value Chain, Value delivery process, Channel Management – Channel types, functions and levels, Selecting, training and motivating. Channel Members; Channel Cooperation and Conflict Management, Vertical Marketing-Implementation and Systems

Unit IV: Consumer Behaviour, Factors Influencing consumer behaviour, Buying decision process, Theories of consumer decision-making, Organizational Buying, Participant's in Buying process, Stages in buying process. Pricing: Factors affecting pricing Decisions, New trends in Pricing Strategies; Promotion Decisions – Promotion Mix, Advertising Models, Sales Promotion, Publicity and Personal selling

Suggestive readings:

1. Kotler, Phillip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
2. Enis, B.M. Marketing Classics: A Selection of Influential Articles, New York, McGraw Hill
3. Kotler, Phillip, Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India
4. Stanton, William, J. Fundamentals of Marketing. New York, McGraw Hill

Department of Commerce
Aligarh Muslim University, Aligarh
ORGANIZATION THEORY (MHR-2001)
MHRM-Second Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: This subject aims to develop the understanding of organisation and the theoretical developments around it.

Unit I: Concept of an Organisation, Introduction to Organization Theory; Overview of Organization Theory, Significance and Need of Organisation Theory in Globalization

Unit II: Theories of Organisation: Classical Theories, Neo-Classical theories, Modern Behavioural theories, Contingency theory, System theory; Criticism of Contingency and Systems theories

Unit III: Organizational Culture: Concept of Organisational culture, the changing dynamics of culture in Organisation, the culture of MNCs, Sustaining Culture, Work Culture.

Unit IV: Organizational Effectiveness: Concept; Approaches to Organizational Effectiveness: Goal Attainment approach, Systems Approach, Behavioural Approach; Achieving Organizational effectiveness, Organizational Climate; Morale and Job Satisfaction.

Suggestive readings:

1. Organisation Theory by Ann L. Cunliffe and Mary Jo Hatch, 2006
2. Understanding Organisations: Organisational Theory and Practice in India Paperback by Shukla, 1996
3. A Field Guide for Organisation Development: Taking Theory into Practice Paperback by Mike Alsop, Martin Saville, Grahame Smith; 2016
4. Newstorm and Keith Davis – Organisational Behaviour – Human Behaviour at work, Tata McGrawHill, New Delhi.

Department of Commerce
Aligarh Muslim University, Aligarh
HUMAN RESOURCE DEVELOPMENT (MHR-2002)
MHRM-Second Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: The aim of the paper is to impact basic understanding of the nuances in human resource development.

Unit I: Human Resource Development Macro-perspective: Concept, Origin and Need for HRD; Approaches to HRD: Human Development and Human Resource Development, Dimensions and Targets of Development.

Unit II: HRD – Micro perspective : Systems Approach to HRD; Activity areas of HRD; HRD Interventions : performance Appraisal, Potential Appraisal, Feedback and performance coaching, Training and Career Planning, OD or Systems Development; Rewards, Employee Welfare and Quality of work life and Human Resource information; Managing Organizing HRD Function, HRD Climate; HRD Audit; Strategic HRD.

Unit III: HRD Trends: Behavioural Science; Organizational Development; Transactional analysis; Assessment Centre; Behaviour Modelling and Self directed learning; Concept of Learning Organization; HRD Experience in Indian Organizations; Future of HRD.

Unit IV: Human Resource Training: Concept and Importance; Assessing Training needs; Process of Training: Designing and Evaluating Training and Development Programmes.

Suggestive readings:

1. Human Resource Development Paperback by Jon M. Werner (Author), Randy L. DeSiome; 2016
2. Human Resource Development: A Researcher's Perspective Paperback by R. Krishnaveni; 2008
3. Reading In Human Resource Development Paperback by Rao T V; 2006
4. Human Resource Development Paperback by Mankin; 2009

Department of Commerce
Aligarh Muslim University, Aligarh
BUSINESS STATISTICS (MHR-2003)
MHRM-Second Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: The aim of the paper is to develop familiarity with the statistics and its implementation in business decisions.

Unit I: Frequency distributions: Histograms, Frequency Polygons, Frequency Curves, Ogives, Co-efficient of Correlation, Rank correlation, Simple and Multiple Regression Analysis.

Unit II: Interpolation and Extrapolation: Introduction, Significance and Limitations of Interpolation and Extrapolation, Assumption, Methods:- Graphic Method, Binomial Expansion Method, Newton's Methods,

Unit III: Index Numbers: Introduction, Uses of Index Number, Construction of Index Numbers: Weighted and Unweighted Index Numbers, Value Index Numbers, Index Number of Industrial Production.

Unit IV: Association of Attributes: Definition, Applications of Association of Attributes, Difference between Correlation and Association, Notations and Terminology, Association and Disassociation, Consistency of Data

Suggestive readings:

1. Applied Business Statistics, 7ed, ISV by Ken Black; 2012
2. Business Statistics by Gupta S P; 2014
3. Business Statistics by N D Vohra; 2017
4. Business Statistics: Problems & Solutions by J.K. Sharma; 2014

Department of Commerce
Aligarh Muslim University, Aligarh
RESEARCH METHODOLOGY (MHR-2004)
MHRM-Second Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: The aim of the paper is to impart the understanding of the research methods and methodology.

Unit I: Research: Definition and objectives, Types, Steps in Research Process, Errors in Research, Significance of HR Research, Concept-mapping for HR Research, Model Building in HR Research, Significance of HR Research .

Unit II: Research Design: Types: Exploratory, Conclusive: Causal and Descriptive: Longitudinal and Cross-Sectional, Scaling Techniques,

Unit III: Questionnaire: Stages of Questionnaire Development, Sampling: Sample Unit, Sampling Techniques: Probability and Non-probability, Sample Size, Methods of Data Collection: Primary and Secondary Data, Data through Questionnaire, Schedules.

Unit IV: Factor Analysis in HR Research: Objectives, Common Factor Analysis and Principal Component Analysis, Exploratory and Confirmatory Factor Analysis, Basic Interpretation of Results of Factor Analysis.

Suggestive readings:

1. Cooper, D. R., & Schindler, P. S. (2012). Business Research Methods. (12th Edition), New Delhi: Tata McGraw-Hill.
2. Malhotra, N. K & Dash, S. (2011). Marketing Research: An Applied Orientation. (Sixth Edition), New Delhi: Pearson Education.
3. Monippally, Mathukutty M and Pawar, Badrinarayan Shankar (2010).
4. Zikmund, W. G. (2012) Business Research Methods. (8th Edition), Cengage Learning

Department of Commerce
Aligarh Muslim University, Aligarh
FINANCIAL MANAGEMENT (MHR-2005)
MHRM-Second Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: The aim of the paper is to develop the understanding of financial management as an integral part of organisation.

Unit I: Financial Management : Nature , Scope and Objectives, Finance Function, Financial Environment in India, Financial Planning, Forecasting and Analysis, Cost value and Profit analysis.

Unit II: Investment Decision: Nature and Significance, Estimation of Cash Flow, Capital Budgeting process, Techniques of Investment Appraisal, Payback period, Accounting Rate of Return, Time value of Money, DCF Techniques, Net present value, Profitability, Index and inter rate of return.

Unit III: Financing Decision: Source of Funds, short Term and Long Term Funds, Merits and Demerits, Capital Structure, Financial Leverage, Cost of Capital, cost of individual components, weighted aggregate average cost of capital capitalization.

Unit IV: Dividend Decision : Meaning and Significance, Theories of dividend, divided policy, Dividend Policy, Dividend policies and practices, Legal Aspects of Dividends, bonus Shares and Stock splits.

Suggestive readings:

1. Financial Management, I.M. Pandey, Vikas Publishing House
2. Financial Management, Text Problems and Cases, M.Y. Khan & P.K. Jain Tata Mc Graw Hill
3. Financial Management and Policy, Van Horne, Prentice Hall India
4. Financial Management Theory and Practice. Parsana Chandra Tata Mc Graw Hill Pvt. Ltd.

Department of Commerce
Aligarh Muslim University, Aligarh
LABOUR LAWS & COMPENSATION MGMT (MHR-2006)
MHRM-Second Semester (CBCS)

Credit – 04

Max. Marks -100

Sessional - 30 Marks

Examination - 70 Marks

Objective: The aim of the paper is to develop the awareness regarding labour laws and compensation.

Unit I: Introduction to labour legislation: Need for studying labour legislation, Principles of labour legislation, brief history of labour legislation in India, Labour Welfare: concept, agencies of labour welfare in India, types of labour welfare services.

Unit II: Laws Related to Labour Employment: Industrial Disputes Act 1947: objective, scope, basic provisions of authorities under this act, Rules governing layoff, strikes, lockouts under ID act 1947, Major provisions of Employment Exchange Act, 1959, Contract Labour Act, 1970.

Unit III: Laws related to Compensation: Major provisions of Payment of Wages Act, 1936; Major provisions of Payment of Minimum Wages Act, 1948; The Payment of Bonus Act, 1965.

Unit IV: Social Security: concept and constituents: social insurance, social assistance and public services; Social security in organised sector in India: Employees State Insurance Act, 1948: objective, scope, coverage, benefits, role of ESI Corporation and ESI Hospitals, Maternity benefit Act, 1961: objective, coverage, benefits, penalties.

Suggestive readings:

1. Labour and Industrial Laws by Padhi P.K; 2012
2. Industrial Relations and Labour Laws by S.C. Srivastava; 2012
3. Industrial Relations and Labour Laws by Piyali Ghosh; 2017
4. Industrial Relations, Trade Unions and Labour Legislation by P.R.N. Sinha and Shekhar Seema Priyadarshini ; 2017