

## SYLLABUS

<b>MBA - SELF MANAGEMENT &amp; CRISIS MANAGEMENT</b>	
<b>I First Year</b>	
Course 1.1	Principles of Management
Course 1.2	Managerial Economics
Course 1.3	Organisational Behaviour
Course 1.4	Managing the Self
Course 1.5	Values for Managerial Performance
Course 1.6	Healthy Lifestyle for Managers
Course 1.7	Synthesis of Spirituality
Course 1.8	Crisis management
<b>II Second Year</b>	
Course 2.1	Human Resource Management
Course 2.2	Marketing Management
Course 2.3	Financial Management
Course 2.4	Self Managing Leadership (SML)
Course 2.5	Spirituality for Managerial Excellence
Course 2.6	Stress management & Anger management
Course 2.7	Dissertation on Specialisation with Viva-Voce

## **COURSE - 1.1: PRINCIPLES OF MANAGEMENT**

Objectives: To give a broader understanding of the management concepts and techniques as a first step towards developing, executing talents of the would be managers. The teaching method consists mainly of case studies and group discussions.

### Unit-I: The development of management

Development of management thought-free scientific management era-human relation era - social sciences era - management sciences era - contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, McGregor, Herbert A. Simon, Peter F. Drucker. Definitions of administration and management - Basic Principles and process of management. Planning - Distinguishing between operational and strategic planning - types of plans - grouping of various types of plans - Steps in planning.

### Unit-II: Policy making

Importance of policies - Types of policies - Principles of policy making -Policy formulation and Administration - Basic areas of Policy making. Organisational theory - Formal organisation - Informal organisation -Identification of informal groups - Sociogram influence charts - Benefits of sound organisation structure.Departmentation - Organisation Charts and manuals.

### Unit-III: Authority

Relationship - Line authority - Staff authority - Line organisation - Pure line and Departmental line organisation - Staff relationships - line and staff organisation - functional organisation - Committee organisation. Definition of Authority - Components of authority - Rational authority - Traditional authority - Charismatic authority - Limits of authority - Delegation of authority - Centralisation and Decentralisation. Staffing Function - Nature and purpose of staffing - importance of staffing - Components of staffing.

### **Unit-IV: The direction function**

Leadership styles and functions.Motivation - Need want satisfaction chain - Theories of Motivation - Pattern concept theory - Achievement Expectation Theory - XY theory - Maslows Theory - Alderier's ERG Theory - Interaction Theory - Importance of Financial and Non- Financial Incentives. Communication - Types and forms of communication - Process of communication - Communication Network - Barriers to effective communication - Suggestions to maintain effective communication.

### **Unit-V: Decision Making Process**

Common sense approach - Scientific approach - OR Method - Rational, Humanistic, Positive - procrastinative - negative and integrative approaches. Co-ordination - Need for co-ordination - Types of Interdependence - Co- ordination - Pooled, Sequential and reciprocal interdependence - Principles of co-ordination - Approaches to achieving effective co-ordination - problem of co-ordination. Concept of Control - Importance of Control - Span of Control - An integrated Control System.

### **Unit-VI: Management by objectives (MBO)**

Hierarchy of objectives/Qualitative and Quantitative objectives - Process of MBO - Management by Exception. Supervision - Position of a Supervisor - Function and Qualities of a Good Supervisor - Role of a Supervisory Key man - Man in the Middle Marginal man - Human Relations specialist - Essential requirements of effective supervision - Rensis liket studies of supervisor - effectiveness. Social responsibility of business.

#### **Text:**

1. Harold Koontz, Cyril Odonnell and Melitrich ., *“Management”*, McGraw Hill publications. Tokyo.
2. Henri Fayol ., *“ General and Industrial Management”*, Pitman Paperbacks.

#### **References:**

1. McFatland ., *“Management”* Collier MacMillan Publications, London.
2. Sripati Ranganadha., *“ Industrial Management and Marketing Research”*, Meert Meenakshi Prakashan. (1979)
3. Rabert M. Fulner ., *“ The New Management”*, MacMillan Publications New Yorks.

## **COURSE 1.2: MANAGERIAL ECONOMICS**

**Objectives:** This course gives students an understanding of the concepts and tools needed for economic decision making in private organisations operating in competitive markets. At the end of the course, students should be able to link real business decisions to theoretical models.

### **Unit-I: The scope and Method of Managerial Economics**

Its relation to other branches of learning- The Place of Managerial Economics.

### **Unit-II: Demand Analysis and Forecasting**

Meaning, Characteristics and Determinants of Demand, Demand Functions, Demand Elasticities - Income, Price, and Cost, Elasticity of demand - Demand Forecasting and Forecasting methods.

### **Unit-III: Cost Analysis and Production**

Cost concepts, Distinction between accounting cost and economics costs. Determinants of cost. Cost-output relationship. Returns to scale concept, Break - Even Analysis.

### **Unit-IV: Market Structure and Pricing**

Various forms of Market Structure. Equilibrium of a firm. Perfect competition. Monopolistic market. Oligopolistic market; Pricing of products under different Market Structure, Price Discrimination. Techniques of Pricing. Factors affecting Pricing Decision. Joint Product Pricing.

### **Unit-V: Profit Management**

The Concept of Profit. Nature and Measurement of Profits. Profit Maximization. Profit Planning and control.

### **Unit-VI: National Income**

Definition, Measurement - National Income and Economic Welfare Business Cycle.

#### **Text:**

- 1) Moti Paul S. Gupta, " *Managerial Economics*", Tata McGraw HillPub., New Delhi, 2007
- 2) Varshney, R.L.Maheswari, K.L " *Managerial Economics*", Sultan Chand & sons.New Delhi,2000

#### **References:**

- 3) Peterson&Lewis, " *Managerial Economics*", 4<sup>th</sup> Edition, Prentice Hall of India(p)Ltd., New Delhi,2003
- 4) Natarajan,B., and S.K.Nagarajan," *Developing Analytical skills-cases in Management*" Shroff Publishers,Mumbai,1<sup>st</sup> edition,2007
- 5) Mehta, " *Managerial Economics*" Sultan and Chand, New Delhi,2000

## **COURSE 1.3: ORGANISATIONAL BEHAVIOUR**

### **Objectives**

Objectives: Understanding the individual differences in behaviour, complexities of human motivation, most preferred Leadership styles, reasons for group formation, managing employee change, organisational development process, and quality of work life are some of the areas given thrust in this course.

### **Unit – I: Understanding Organisational Behaviour**

Organisational Behaviour -Meaning - Importance - Historical Development of Organisation Behaviour - Organisation as a Social System - Socio Technical System - Open system - Factors influencing Organisational Behaviour - Environmental Factors, constraints over organisation & managerial performance.

### **Unit – II: Understanding Individual**

Nature of man - Similarities and differences among individuals - Models of man - Personality - Stages of personality development - Determinants of personality - Learning - Perception - . Factors Influencing Perception - Perceptual Distortion .- values - Attitudes - Attitude formation - Role Behaviour - Status - Sources and Problems of Status.

### **Unit – III: Understanding groups**

: Meaning of group and group dynamics - Reasons for the formation of groups- Characteristics of groups - Theories of Group Dynamics-- Types of Groups in Organisations - Group Cohesiveness - Factors Influencing Group Cohesiveness - Group decision Making process + Small group behaviour.

### **Unit – IV: Leadership & Motivation**

Leadership Concept - Characteristics - Leadership Styles - Managerial grid - Leadership Continuum - Leadership Effectiveness - Motivation - Concept and importance - Motivators - Financial & Non-Financial - Theories of Motivation.

### **Unit – V: Management of change**

Meaning - Importance - Resistance to change -Causes - Dealing with Resistance to change - Concepts of Social change & Organisational change - Factors contributing to organisational change - Introducing change in large organisations - Change agents - Organisational development - Meaning & process.

### **Unit – VI: Organisational Culture**

Conflict & Effectiveness Organisational Culture - Concepts between organisational culture and organisations climate - Factors influencing organisational climate - Morale - Concepts - Factors influencing morale - Organisational conflict - Causes & types - Managing conflict - Organisational Effectiveness - Indicators of Organisational Effectiveness - Achieving Organisational Effectiveness.

### **Text:**

1. Rao, VSP and Narayanan, P.S. "*Organisation Theory and Behaviour*" Konark Publishers Pvt. Ltd. Delhi, 1987.
2. Fred Luthans," *Organisational Behaviour*", McGraw Hill,Singapore,2008

**References:**

3. Prasad, L.M. "*Organisational Theory and Behaviour*" Sultan Chand and Sons, New Delhi.
4. Sekaran, Uma "*Organisational Behaviour - Text and Cases*" Tata McGraw Hill Publishers Ltd., New Delhi ..
5. Steven Robbins and Seema Sanghvi, "*Organisational Behaviour*", Pearson education, 2008  
*Management*" Tata McGraw Hill Publishers Ltd., New Delhi, 1988

## **COURSE- 1.4: MANAGING THE SELF**

**Objectives:** This course gives students an understanding of the concepts and tools needed for understanding and working on the “Self”. It is useful for harnessing the immense powers hidden “with in” the self and these are the secret tools for self-change. The powers again emerge in the self as it withdraws from body consciousness activity and attitudes.

### **Unit-I: Understanding the Self-M.I.S**

Anatomy of the self-The mind-The intellect-The sub-conscious mind-Consciousness- The cyclic process with in the self- States of awareness-Innate and acquired qualities of the self- Powers to act.

### **Unit-II: Process of thinking**

Thinking process-Developing thought pattern-Transforming thought pattern-External influences on thoughts-The power and effects of thoughts-Principles of positive thinking-Benefits of positive thinking- Methods to change thinking-Steps to change cycle of thinking.

### **Unit-III: Powers of the self**

Power to withdraw- Power to pack up and let go- Power to love or tolerate- Power to accommodate- Power to discriminate-Power to decide-Power to face-Power to co-operate- Pro-activities of powers-Interactivities of powers.

### **Unit-IV: Managing interferences**

Perceptual Challenges-Attitudinal Challenges-Experience Challenges-Habituation Challenges-Mental positioning-Mental limits-Mental assumptions-Associated memories

### **Unit -V: Development of life skills**

Communication skills-Body language-Verbal and Non-verbal-Team building-Nurturing relationships-Purpose of living-Time managing skills-Time wasters and time killers-3Qs-conflict management.

### **Unit- VI: Relationship Management**

Significance-Levels of relationships-harmony in relations-Role of self esteem-Factors affecting relationships-Preventing measures-relationships with family, Friends and colleagues-Relationship with nature and environment-Relationship with the supreme

### **Text:**

1. Brahma Kumaris, *The Spiritual powers of the soul*, Literature department, 1998  
Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan, Mount Abu, Rajasthan

2. B.K.Chandra Shekhar, "*Science of Mind Simplified*",Diamond Pocket Books(p) Ltd, New Delhi 110 020,2010

**References:**

1. BK. Jayanti, "*The Art of Thinking*", Brahma Kumaris World Spiritual University, London NW 10 2HH
2. Brahma Kumaris, "*Inner Beauty*", Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu,Rajasthan,2000
3. Brahma Kumaris, "*NEW BEGINNINGS*", Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu,Rajasthan,1996



## **COURSE 1.5: VALUES FOR MANAGERIAL PERFORMANCE**

**Objectives:** This course will teach the students that the Spiritual values are an expression of the self and as such tend to be revealed in our attitude, consciousness and the way we live. Our character is defined by our values. Becoming aware of the inclusion of values in our way of life and our relationships and interactions with others, is a primary focus of spiritual life

### **Unit- I: Ethical values**

What it means?- Signs of success-Reflection points- quotable quotes-Purity- Honesty- Integrity- Fairness- Compassion-Trust- Truth

### **Unit- II; Family values**

What it means?- Signs of success-Reflection points- quotable quotes-Love- Caring- Patience- Forgiveness- Faith-Empathy- Harmony

### **Unit- III: Professional values**

What it means? - Signs of success-Reflection points- quotable quotes-Competence—Discipline—Determination—Perseverance—Respect—Cooperation—Responsibility

### **Unit- IV: Social Values**

What it means? - Signs of success-Reflection points- quotable quotes-Simplicity—Flexibility—Humility—Reliability—Equanimity—Freedom—Unity

### **Unit- V: Cultural values**

What it means? - Signs of success-Reflection points- quotable quotes- Acceptance—Protection—Tolerance-- Non- violence—Generosity—Sincerity—Obedience

### **Unit- VI: Spiritual values**

What it means? - Signs of success-Reflection points- quotable quotes- Introspection—Peace—Courage-- Self authority-- Self Sovereignty—Dedication-- Self actualization

#### **Text:**

1. Diane G.Tillman and Pilar Quera Colomina(2003), "*LVEP- Educators Training Guide*", Sterling Publishers (P)Ltd, New Delhi, 110 020
2. Diane .Tillman (2000)," *Living Values Activities for young Adults*", Sterling Publishers (P)Ltd, New Delhi, 110 020

#### **References:**

1. Ruth Thompson, "*Making Virtue A Reality*", Brahma Kumaris World Spiritual University, London, NW 10 2HH
2. V.O.C. College of Education, "*National conference on Ethics and Human Value*"s(UGC Sponsored), Thoothukudi,628 008(TN),Souveni,2007
3. Brahma kumaris World Spiritual University, "*Retreat magazine*" London NW 10 2HH Issue nos 7;10;11;13

## **COURSE 1.6: HEALTHY LIFESTYLE FOR MANAGERS**

**Objective:** In order to reap the richest fruits from Meditation some recommended lifestyle practices, which are proven to help. None of them are compulsory but they are time tested. Meditation is used to empower the self to release any unhealthy eating habits and achieve freedom from any addiction. If we become stronger and our sense of spirituality deepens, we will find that adopting these practices becomes quite natural.

### **Unit-I: Diet and Nutrition**

Eating Patterns, Rest and Energy-Satwic, Rajeshic and tamasic foods- vegetarian diet- Prepare food and offer to God-

### **Unit-II: Moderate exercises**

Moderate is sufficient-Regular is vital.

### **Unit-III: Regular Study/learning attitude**

Nourishment-Both mind and Intellect-churning Knowledge-Foundation on Faith-Checking the chart.

### **Unit-IV: Authentic Lifestyle**

Self respect the foundation of purity-The effect of food on quality of thoughts- Spiritual love-Good company

### **Unit-V: Meditation Practice**

What is meditation-Types of meditation-Rajyoga meditation-Five fold impact of Rajyoga Meditation -steps of Rajyoga Meditation- Research studies on Meditation-Benefits of Rajyoga Meditation

### **Unit -VI: Selfless service**

Moving Forward-Share spiritual knowledge- Service through mind-serving the elements of nature.

#### **Text:**

1. BK Jagdish Chander , *"Applied Spiritual Knowledge"*, Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Delhi,2000
2. BK Jagdish Chander, *"Building a Value-Based, Peaceful and Prosperous Society"*, Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Delhi.2001

#### **References:**

1. BK Jagdish Chander,. *" A Kaleidoscopic View of Issues,Ideas,Events,Intentions,Attitudes,Individuals and Institutions"*, Literature department,Brahma Kumaris Ishwariya Vishwa Vidyalaya,Delhi,2000
2. BK Jagdish Chander Hassija, *"The Eternal World drama"*, Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Delhi,1985
3. BK. Jayanti, *" Practical Meditation"*, Brahma kumaris World Spiritual University, London NW 10 2HH,2003

## **COURSE 1.7: SYNTHESIS OF SPIRITUALITY**

**Objective:** This course aims at gaining insight about the spirituality. Spiritual process is not logical or linear but associative and re-iterative. Further we learn spirituality by going more subtly in to what we already know. Like the under currents of the sea ,barely seen but certainly felt, much of spiritual growth goes on subtly underneath the surface and for this reason sometimes it is difficult to describe.

### **Unit-I: Life's Journey-Pathways to happiness**

Awareness-understanding-Realizing-Empowering-Transformation-Benevolence-Happiness

### **Unit-II: Spirituality in Everyday Life**

Free from Tension-Free from fear-Forgive and Forget-Protection from Negativities-Emotional Stability-Honesty in relationships- meaning and purpose of living

### **Unit-III: The missing connection**

Concepts, Nature & Identity of God-Form or Image-Attributes-Relationships-Purpose and benefits-Power and Acts-Meditation – Transmitter and receiver.

### **Unit-IV: The Timeless Dimension**

Sir Isaac Newton-Einstein view-The Cycle of Time-The Beginning-Morning-Afternoon-Evening-Night-The end-Dawn-Going Home-The Cycle continues.

### **Unit-V: Exercises for Practice**

Quiet reflection-Feeling of alienation-Trust the process-Self awareness-Visualize the Divine- think attributes of God-Develop relationship-Select a Quality-Turn your attention-Letting Go-Stand back and observe-Reflect on original Qualities-Practice Introversion-Being an Observer-Practice soul consciousness-Surrender to God-Create Good wishes

### **Unit-VI: The Arts of Life**

The art of Administration-Communication-Dealing with others-Developing-Keeping other's contented-Keeping secrets-Leadership-Learning and teaching-Organizing-Reforming-Refreshing-remaining Happy-Serving-Thinking and creating-Winning friends and Work and Leisure

### **Text:**

1. B.K.Jayanti "Practical Meditation" Spiritual yoga for the mind- Sterling Publishing Co., Inc New York 10016,2003
2. Nikki de Carteret" Soul Power" The transformation that happens when you know Alresford,Hants SO24 9A,UKU

### **References:**

3. Ken O'Donnell "Pathways to Higher Consciousness" Eternity ink Leichhardt NSW 2040 Australia,2003
4. Jim Ryan " Meditation the 13 pathways to happiness" John Hunt Publishing Ltd., Ropley, hants. SO24 OBE,UK
5. Brahma Kumaris, " The Spiritual Powers of the soul" Eternity ink Leichhardt NSW 2040 Australia

## **COURSE 1.8: CRISIS MANAGEMENT**

**Objective:** This deals with the process by which we have to deal with a major event that threatens to harm every one. It consists of Methods used to respond to both the reality and perception of crises, establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms and Communication that occurs within the response phase of emergency management scenarios.

### **Unit-I: The nature and types of crisis**

Unexpected situation- urgent Decisions- Time is short- Specific threats - Urgent demands -loss of control- Pressures build - Routine become difficult- Reputation suffers- Communications are difficult- Natural disaster-Technological crises-Confrontation-Malevolence-Crisis of skewed management -value- Crisis of deception -Crisis of management misconduct

### **Unit-II: Crisis planning**

Assess risks-Produce plans-Define roles and responsibilities-Appoint crisis management team- Draw up communication plan-Promote crisis-ready culture-Publish plans and conduct training-Test, review and practise

### **Unit-III: Risk assessment and Risk management**

Perception of risk-Identification-Determine the risk-Identify ways to reduce the risk- -Prioritize risk reduction as a strategy-Avoid risk-Reduce the negative effects of risk-accepting the consequences.

### **Unit-IV: Communication and Crisis leadership**

Communication of risk- poor public grasp of risk and risk statistics-Confusion between relative/absolute/reference/ attributable risk-Variable perception/tolerance of different kinds of risk-Fantasy of a 'safe drug'

### **Unit-V: Models and theories of crisis management**

Antecedent conditions-Intrinsic and Perceived crisis-Immature crisis response-Mature crisis management-Review and Feedback-Chaos theory-Decision theory-Structural & functional theory-Diffusion of innovation theory

### **Unit-VI: Disaster management**

Types of disasters-Natural and manmade- Prevention and mitigation- Prepare for disasters- Respond to disasters.

### **Text:**

1. *"International conference on Combating challenges of CLIMATE CHANGE"*, Vigyan Bhawan, New Delhi Souvenir (Engineers & Scientists Wing) R.E & R.F and Brahma kumaris,2009
2. *"Disaster management"* R.E&R.F Scientists and Engineers wing, Academy for a better world, Brahma kumaris, Mount Abu, Rajasthan,2008

**References:**

3. BK. Jayanti, *"Spirituality in Daily Life"*, Brahma kumaris World Spiritual University, London NW 10 2HH,2007
4. Indian Psychiatric Society's *" Spirituality and Mental Health: Reflections of the past, Applications in the Present and projections for the Future, Task force(2008-2009) in association with Medical Wing, R.E & R.F, Mount Abu*
5. Mohini Punjabi, *"The Story of Immortality—A Return to Self- Sovereignty"*, Brahma kumaris World Spiritual Organization(USA) NY11021,2008

## **COURSE - 2.1: HUMAN RESOURCE MANAGEMENT**

### **Objectives**

This course aims at gaining insight about the multidimensionality and complexities involved in understanding individual behaviour in organisations. Thrust is given on HR planning, policies, procurement, selection, strategies of retention, compensation, mobility, grievance handling and employee separations.

### **Unit-I: Nature and Scope of Human Resource Management (HRM)**

Human Resource Management: Meaning - Nature - Scope objectives - Personnel Management Vs HRM - Importance of HRM - problems of HRM-HRM as a profession. Functions of HRM – Classification of HRM-Functions Managerial Functions and Operative functions- organisation of HRM Department - Qualities and qualification of personnel/Human Resource managers. Environmental influences of HRM - Influence of external and internal environmental factors of HRM.

### **Unit-II: Human Resource Planning, Recruitment and Selection**

Human Resource Planning - Meaning - Need and importance- Objectives - Problems - Process - Responsibility - Meaning - Factors Influencing Recruitment- Recruitment: Policy - Problem in Recruitment - Organisation for Recruitment Sources of Recruitment - Recruitment Practices in India. Selection - Meaning - Factors affecting selection decisions - selection Policy - Steps in selection Techniques of Selection - Application Blanks - Psychological Tests - Objectives - Uses - Limitations - Interviews - Types - Process - Guidelines for Effective interviews - Limitations of Interview Techniques. Placement - Meaning and Principles -Placement Policy -introduction. Introduction - Meaning and Objectives.

### **Unit-III: Job Analysis, Description, Evaluation, Design**

Job- Analysis - Meaning of Job and job Analysis - Purpose - Uses - Contents - Steps in Job Analysis=- Techniques of Job Analysis. Job Description - Purpose - Contents - Uses - Limitations- Guidelines for Job Description-Job Specifications. Job' Evaluation - Meaning - Objectives - Procedure - Uses – Limitations. Job Evaluation Methods: Ranking Method, Grading Method, Point System - Factor Comparison Method, Market Pricing Method, Job Pricing Methods - Essentials of Job Evaluation- Job Design - Meaning - Approaches to Designing Jobs - Job Simplifications, Job Enlargement, Job Rotation and Job Enrichment.

### **Unit-IV: Development of Human Resources**

Meaning of training, development and - education - Training: Need and Importance - Objectives - Types - Steps in Training programme - Organisation of Training Programmes - Evaluation of Training Programmes-Concept of management Development Programmes - Essentials of Management Development - Programmes. Techniques of Training and Development -Lecture method Group 'Discussions - Conferences and Seminars, Case Studies, Role Playing, Business Games, Sensitivity training, Job Rotation, Coaching, Understanding, Multiple Management, Programme Instruction. Training and Development in India - Need - Training Courses - Training Institutes - Problems - Government policy.

### **Unit V: Transfer, Promotion, Discipline and Compensation**

Transfers - Objectives - Transfer Policy. Promotion - Purpose- promotion policy - Demotion. Discipline - Meaning ..' Positive 'and Negative Aspects of Discipline - Causes of indiscipline - Disciplinary Procedure - Maintaining discipline - Compensation: Objectives of Compensation Functions - Principles - Factors Influencing Wage and Salary Administration .: Executive Compensation Plans. Benefits and Employee Service -Fringe Benefits - Coverage of Fringe Benefits - Fringe Benefits in India - Employee Services,

### **Unit-VI: Performance Appraisal**

Meaning - Need and Importance - Objectives - Problems in Performance Appraisal- Factors - Influencing Performance Appraisal- Responsibility for Appraisal - Techniques of Performance Appraisal - Traditional Techniques - Straight Ranking Method - Paired Comparison Method - Man- to-Man Comparison method - Grating Method - Linear Rating Method - Forced Choice Description Method - Free Essay Method - Critical Incident Method - Group Appraisal Method - Field Review Method. Modern Techniques of Performance Appraisal - Appraisal by. MBO - Assessment Centre method -Human Assets Accounting Method - Behaviourally Anchored Rating Scales. Quality of Working life: Meaning, - Issues in Quality of Working Life - Measuring Quality of. Working Life - obstacles to Quality of Working Life. Programmes Quality 'Circles - Techniques - How to Make Quality Circles Effective.

#### **Text:**

1. Yodar, Dale.,” *Personnel Management and Industrial Relations*”, Prentice Hall of India, New Delhi.
2. Jucions, M.T.” *Personal Management*”, Richard D.Irwin.

#### **References:**

3. Flippo E.E.” *Personnel Management*”, McGraw Hill Kogahusha, New Delhi.
4. Robbins, Stephen. P.” *The Management of Human Resources*”, Prentice Hall Inc; Engle Wood Cliffs, New Jersey.
5. Memoria, C.B.” *Personnel Management*”, Himalaya Publishing House, Bombay.



## **COURSE - 2.2: MARKETING MANAGEMENT**

### **Objective**

This course is designed with an aim of teaching the students about the fundamental concepts involved in developing marketing strategies. Making the students to understand the significance of segmentation, marketing mix elements and consumer protection would greatly help to have a bird's eye view of the subject.

### **Unit-I: Marketing**

Definition - Importance - Concepts in Marketing, Marketing Tasks (Conventional & Stimulational Marketing, Maintenance' Marketing, Synchro Marketing) Marketing Concepts - Traditional and Modern Concepts - Marketing Environment, Marketing Strategies - Kinds of Marketing Strategies.

### **Unit-II: Market Segmentation**

Bases for Segmenting Consumer and industrial Market - Market Targetting and Product Positioning. Consumer Behaviour - Factors Influencing Consumer Behaviour. Marketing Mix Concept - Sales Forecasting - Techniques and Criteria.

### **Unit-III: Product**

Meaning -Classification of Goods - Product Planning and Development-Product Life Cycle - New Product Development - Innovation - Product Obsolescence - Elimination - Product Related Strategies - Branding, Packing, Labeling, Warranting, Trade Mark - Copy Right Patents.

### **Unit-IV: Pricing**

Meaning and Objectives, Pricing Policies and Strategies Pricing Methods. Promotion - Promotion Mix - Purpose of Promotion- Promotion Strategy - Sales Promotion - Advertising -Uses of Advertising - Kinds of Advertising Budget- Sales Management - Salesmanship Qualities - Effectiveness Selling - Sales Process.

### **Unit-V: Distribution**

Selection of channel of distribution - wholesalers and retailers - their function and importance - Transport - their role and importance in distribution network. Ware housing decisions. Management of physical distribution - Marketing Research and Information -Management research - objectives and process.

### **Unit-VI: Consumerism**

Problem of consumer protection - Government and Marketing - ISI, AGMARK, Public Distribution of essential commodities. The Indian Marketing Environment - Ethics in Marketing.

### **Text:**

1. Philip Kotler.,” Marketing”, Prentice Hall.

2. William J Stanton., " Fundamentals of Marketing", McGraw Hill, Tokyo.

**References:**

3. E.Jerome Me Carthy., " Marketing Management", Richard D Iraan, Nernz.

4. V.S. Ramaswamy and Namakumari., "Marketing Management", - Mad.Idn.

5. Victor P.Bue., "Marketing Management", McGraw Hill.

## **COURSE - 2.3: FINANCIAL MANAGEMENT**

**Objectives:** Finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the study with the various concepts, techniques, methods of planning, forecasting, raising effective utilisation and appraisal and to develop and increase the decision making ability in the area of finance.

### **Unit-I: Finance Functions**

Meaning - Definition and Scope of Finance function - goals of financial management- executive functions and Incidental functions-Profit maximisation and wealth maximisation.

### **Unit-II: Sources of Short Term Financing**

The management of working capital-Net working capital alternative definition – Financing--mix - basic approaches—the Hedging approach the Conservative approach - a Trade off between the two-the aggressive approach. *Management of Cash and Marketable Security*-Importance of cash and liquidity - motives for holding cash - objectives of cash management - cash balance deciding factors - cash management strategies-determination of cash cycle - cash turn over - Minimum operating cash - stretching the accounts receivables - combined operation of management strategies - working capital control- working capital gap - banking policy.*Receivables Management*-Objectives- cost - benefits credit policies - credit terms - collection policies. *Inventory Management*-Objectives of inventory-inventory management techniques - cost benefit. *Intermediate Term Financing*-Nature - purpose - raising of term loans and other sources of finance.

### **Unit-III: Sources of Long Term Financing**

Long term financing - Nature of long term financing common stock - preferred stock - debt financing secured and unsecured debts repurchase of shares - rights issue procedure-under writing shares. *Rights Issues*-Meaning - rights issue procedure - pricing the rights issue under Writing of rights - dilution of market price rights - market price share.

### **Unit-IV: Dividend Policy Decision**

Internal financing - dividend and retained earnings - relevance and irrelevance of dividend - M.M. Hypothesis- Walters Model Cost of retained earnings - dividend practices - factors affecting dividend policy - dividend payout ratio - stock dividend and stock splits - issue of bonus shares and its procedure.

### **Unit-V: Leasing**

Characteristics of leasing - Leasing as a source of financing - types of leasing - Leasing arrangement advantages and disadvantages.*Expansion. and Contraction* -Mergers and Acquisitions - Failure-Re-organisation and Liquidation.

### **Unit-VI: Financing Decisions**

The cost of capital and capital structure - the cost of specific sources of capital - the cost of retained earnings measurement of the overall cost of common stock - cost of

preferred stock - the cost of capital. *Valuation of Shares* - Concept of going concern value – asset approach to valuation earnings approach - market price approach.

**Text:**

1. Van Horne, James C., " *Financial Management and Policy*", Prentice Hall of India Ltd., 1973, New Delhi.
2. Weston J Fred and E.F. Brigham., " *Managerial Finance* ", Hinsdale, Dryden Press. 1973.

**References:**

3. Solomon Ezra., " *Measuring a Company's Cost of Capital* ", *Journal of Business*, 28 (October, 1955) pp. 210-252.
4. Pandey, I.M., " *Capital Structure and the Cost of Capital* ", Vikas Publishing House Pvt. Ltd., New Delhi, 1980.
5. Kuchhal S.C., " *Financial Management*", Chaitanyal Publishing House and Row Publishers, 1976.

## **COURSE 2.4: SELF MANAGING LEADERSHIP (SML)**

**Objectives:** The course is aimed at acquiring the student with the various components involved in Self managing Leadership process. The process of change can be understood in its correct perspective and know how to move from concrete things to abstract things by a process of step by step thinking and deliberating. The principle message this gives is “If you always think what you have always thought; you will always do what you have always done.” ” If you always do what you have always done; you will always get what you have always got.”

### **Unit-I: Facts & Insights**

Major challenges-Coping with change-Transformational change-The key to stability-SWOT analysis- Emotional stability-Right frame of mind-Spiritual wisdom-Innate and Acquired self-The higher self-The power and effects of thoughts—Interferences-Quality from inside out-Keys to self transformation

### **Unit-II: Purpose & Values**

Centre of living- Various perspectives- Higher purpose-Fulfillment in life-Understanding the meaning and Importance-Role of intuition-Basis for motivation-Values important in life-usage of values-Living the values

### **Unit-III: Vision & Barriers**

Value based mental image-personal logo-Create our own script-Secret of taking charge-exploring inner powers-Identifying the blocks and Barriers-Live practically-know your enemy-Identifying the root cause-Change in attitude and perception

### **Unit-IV: KRAs & Strategies**

Process of change- Balanced life style-Strategic thinking- clear goal setting- - SMART- Need of Focusing- Strategies align with values-

### **Unit-V: Action plan & Implementation**

Purpose of Action plan-Focused and concentrated-Action steps-Quality of life-Role of Meditation-Research studies-monitoring-Timing-Response-ability and Non-violent communication

### **Unit-VI: Usefulness of Planning model**

Personal life- Family life- Professional life- Social life-sustainable development-Aiming and achieving excellence-Sustenance of excellence-self actualization.

**Text:**

1. Brain Bacon and Marc Fourcade, *"Self managing Leadership"* Ahmedabad management Association, Dec, 1994
2. B.K.Usha, *"Self managing Leadership"* Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount Abu, Rajasthan

**References:**

3. BK. Jayanti, *"Spirituality in Daily Life"*, Brahma kumaris World Spiritual University, London NW 10 2HH, 2007
4. Indian Psychiatric Society's *" Spirituality and Mental Health: Reflections of the past, Applications in the Present and projections for the Future"*, Task force (2008-2009) in association with Medical Wing, R.E & R.F, Mount Abu
5. Mohini Punjabi, *"The Story of Immortality—A Return to Self- Sovereignty"*, Brahma kumaris World Spiritual Organization (USA) NY 11021, 2008

## **COURSE 2.5: SPIRITUALITY FOR Managerial Excellence**

**Objective:** The purpose of this course is to help the students to develop an awareness of their inner peace, powers and potentials and a moral compass for living and to teach practical spiritual skills and tools for expressing their potential

### **Unit-I: Strategies for performance**

Power of Problem Solving and Analytical Techniques- Brainstorming - Generating Options - Critical Path Analysis - Planning and Scheduling Complex Tasks-Decision Trees - Powerful Quantitative Analysis of Decision Impact-Force Field Analysis - Analysis of all Pressures For and Against Change-PMI - A Powerful Enhancement to Pros and Cons -SWOT Analysis - Analyzing your Strengths, Weaknesses, Opportunities and threats.

### **Unit-II: Perception**

Revelation of perception-Visual perception-Auditory perception- Internal Factors influencing Perceptual mechanism-External factors influencing Perceptual mechanism –Wheel of perception

### **Unit- III: Consciousness**

What is consciousness- Religious perspectives- scientific perspectives-Spiritual perspectives-Vies of philosophers-Some systems of Psychology.

### **Unit-IV: Self Image &Self Motivation**

Effect on thoughts- External influences on thoughts-Roots of low Self esteem-3 steps to a good self Image-Motivating factors- Criticism for motivation-Signs of De motivators-Laws of motivation-Skills for motivation-Wheel of motivation-Principles of Motivational Leader

### **Unit-V: Cosmic Laws & Spiritual Laws**

Law of cause and effect-Law of perfect Justice-Law of Entropy-Law of nag entropy-Law of equal return-The Laws of Time-Law of Manifestation

### **Unit- VI: Balancing acts of Life**

Responsible & care free-Firmness & Flexible-Economical &Generous-Correction & Forgiveness-Lawful & Loveable-Ambitious & Contentment.

### **Text:**

1. Surendran. G, (2010), "*Secrets of Success*", Sapna Book House(P)Ltd, Bangalore 560 009
2. "*Yoga Experimentation: Practical guidelines*" Part I, II & III, Academy for a better world, Brahma kumaris, Mount Abu, Rajasthan

### **References:**

1. *“World Congress on Clinical and Preventive cardiology 2007”, World Public Conference on 3D heart care 2007, 28-30 September, 2007 Souvenir, Brahma Kumaris, Shantivan, Abu, India*
2. Brahma Kumaris(2000), *“A Hand-Book of Godly Raja Yoga “* , Literature department, Brahma Kumaris Ishwariya Vishwa Vidyalaya, Pandav Bhawan Mount abu,Rajasthan
3. Brahma kumaris and R.E & R.F (Engineers & Scientists Wing),(2007),” *National conference on Excellence in Life”, at Thoothukudi (TN), Souvenir*



## **COURSE-2.6: STRESS MANAGEMENT & ANGER MANAGEMENT**

**Objective:** This course throws light on right perspective towards stress and Anger most dreaded disease today. It is nothing but relates to an imbalance between demands made on us and our capabilities to meet these demands. Such an imbalance can and does lead to physical, physiological and mental consequences.

### **Unit-I: Causes, Signs & Symptoms of stress**

Eight Illusions of stress-Events, situations & Circumstances –Family and at Work place- What most people do?- Mental signs-Physical signs-Behavioral signs- Stress on Health perspective, Professional perspective and Management perspectives

### **Unit- II: Levels, Effects &Vicious cycle of stress**

Physical-Emotional-Mental and Spiritual levels-Types of stress- Occupational stress-Psycho somatic stress-Sympathetic and Parasympathetic effects- Thinking-Feelings-Performance –Behavior cycle

### **Unit-III: Tips to conquer stress**

Steps to conquer stress- Messenger- Choosing- Avoid complaining& blaming-Look for advantages- one at a time-Don't Compare yourself with others- Positive attitude-Forgive& Forget-Give &Take happiness-Render Service-Practice Meditation-stress management skills –Detachment- Filtering-Controlling- Non-absorbing-Deflecting-Stabilising

### **Unit- IV: Traits & Effects of Anger**

Forms and derivatives of anger- Anger what it means?-Causes and Reactions to Anger-Research studies on anger- Negative feelings-aggressiveness-cynicism-Physical signs-mental signs-effect on relationships

### **Unit-V: Preventive & Curative measures & Guiding principles**

Relaxation techniques-Rajyoga meditation-Understanding cosmic laws and spiritual laws - Self analysis-Attitudinal change-spiritual outlook-value adoption-Balanced life style-enhancing mental powers-managing inter personal relationships- Guidelines to overcome anger.

### **Unit-VI: Healthy ways to manage Stress and Anger**

Practicing – self analysis-introspection-positive thinking-Contemplation-Power of acceptance-attitudinal change- -Role of Meditation/spirituality-Inner journey-Communication with the supreme-Practice of higher consciousness-Preparation-Contemplation-Absorption-Experience-Transformation-Physiological effects of Meditation

**Text:**

1. Mike George, *"Learn to Find Inner Peace"*, Dunan Baird Publishers Ltd, London W1T3QH, 2003
2. Mike George, *"Learn to Relax"*, Brahma kumaris World Spiritual University, London NW 10 2HH, 2004

**References:**

3. Mike George, *"In the Light of MEDITATION"*, Dunan Baird Publishers Ltd, London W1T3QH, 2004
4. Promod Batra, *"Simple ways to manage STRESS"*, Think inc, New Delhi, 2000
5. Paul Skye, *"Off-loading STRESS at work place"* Pustak Mahal, Delhi 110006, 1999

**2.7. Dissertation on Specialisation with Viva-Voce**