

# **Management, Human Resource Management and Strategic Management**

M.Com (Annual) Maximum Marks: 100 (Pass Marks: 40) Duration of Examination: 3 hrs

## **Course Objectives**

Upon completion of this course, students are expected to be able to:

1. focus on the foundations of Management, Human Resource Management and Strategic Management.
2. understand contemporary trends in the subject.

### **Introduction to Managers and Management**

- What is management and what to manager do?
- Defining Management
- Management functions
- Management process
- Managerial roles
- Management skills
- Managing in the new competitive landscape.

### **Pioneering Ideas in Management**

- Classical Viewpoint
  - Scientific Management
  - Bureaucratic Management
  - Administrative Management
- Behavioral View – Point
  - Early Behaviourists
  - Hawthorne studies
  - Human relation Movement
  - Behavioural Science Approval

### **Organizational Culture and Environment**

- Manager as symbolic or omni-potent view the environment
  - Defining Environment
  - The general environment
  - Characteristics of the environment
  - Managing environmental elements.
- The organization's Culture
  - Defining Culture
  - Culture dimension
  - Strong VS Weak Culture
  - Sources of Culture
  - How organization can maintain and continue its culture

**Decision Making**

- The decision making process
- The rational decision Maker
  - Rationality
  - Bounded Rationality
  - Intuitive Decision Making
- Types of problems and types of discusses
- Decision Making styles
- Analyzing decision alternatives
  - Certainty
  - Risk
  - Uncertainty
- Group Decision Making

**Foundation of Planning**

- The Definition of Planning
- The purpose of planning
- Types of plans
- Contingency Factors in planning
- Objectives
  - Real versus stated objectives
  - Traditional Objective setting
  - Management by objectives (MBO)

**Organizational Structure and Design**

- Defining organization structure and design
- Building the vertical dimension of organizations
- Building the horizontal dimension of organizations
- The contingency approach to organization design.
- Common Organization design.
  - Traditional organization Design
  - Contemporary organization design

**Motivating employees**

- What is Motivation
- Motivation process
- Motivation Theories
  - Content Theories
  - Process Theories

**Leadership**

- Defining leadership
- Managers vs Leaders
- Trait theories
- Behavioral Theories
  - University of Iowa model
  - Managerial Grid
- Contingency Theories
- Emerging approaches to leadership
- Sources of powers

**Controlling**

- Foundation of Control
  - What is control?
  - Importance of Control
  - The Control Process
  - Types of control
  - Qualities of effective control
- Controlling Tools and Techniques
  - Information Control
  - Financial Control
  - Operations Control
  - Behavioral Control

**Change Management and Innovation**

- The nature of change and innovation
  - Distinguishing between change and innovation
  - Forces for change and innovation
- The change management and innovation process
- Resistance to change
- Managing resistance to change.

- The Personnel Function
- Terminology
- Who does personnel work?
- Staff role of the personnel department
- Personnel (Human Resource) functions

- Job Design and Analysis
- Job design
- Job information and personnel management
- Analyzing jobs-obtaining job information
- Functional job analysis
- Administration of the job analysis program

<p><b>Human Resource Planning</b></p> <ul style="list-style-type: none"> <li>• Reasons for human resource planning</li> <li>• The planning process</li> </ul> <p><b>Recruitment and Selections/Testing and Interview</b></p> <ul style="list-style-type: none"> <li>• Labor market considerations</li> <li>• Recruitment and selection policy issues</li> <li>• The employment process</li> <li>• Sources of people</li> <li>• The selection process</li> <li>• The selection procedure</li> <li>• Testing: Interview</li> </ul>
<p><b>Miscellaneous</b></p> <ul style="list-style-type: none"> <li>• Union and management</li> <li>• Compensation administration</li> <li>• Health and safety</li> </ul>
<ul style="list-style-type: none"> <li>• Concept of Strategic Management</li> <li>• The Nature and Importance of Business Policy/Strategy</li> <li>• The Role of Policy /Strategy in Organization</li> <li>• Strategic Management Elements</li> <li>• Types of Strategies</li> </ul>
<p>Environmental Analysis and Diagnosis</p> <ul style="list-style-type: none"> <li>• Internal Analysis and Diagnosis</li> <li>• External Analysis and Diagnosis</li> <li>• (SWOT Analysis, SPACE, BCG etc.)</li> </ul> <p>Implementing Strategy</p> <p>Evaluating the Strategy</p> <p>Applying the Strategic Management Process</p>

**Recommended Text:**

1. Robbins, S.P. & Coulter, Mary latest edition, Management: Practice Hall.
2. Robbins, S.P. & Decenzo, David A. (2001). Fundamentals of Management, Pearson.
3. Thomas S. Bateman, SCOTT A. Snell, Management McGraw-Hill. (Latest Edition)
4. Decenzo, David A. & Robbins, S.P. (1996) Human Resource Management. John Wiley.
5. Beach, Dale S. Personnel, latest edition
6. Gary Dessler, Human Resource Management, Latest Edition, Pearson Prentice Hall.
7. Fred R. David Strategic Management, Concepts and Cases, latest edition. Prentice Hall.
8. George A. Steinar & John B. Miner Management Policy & Strategy: McMillan Pub.Co.N.Y. (Latest Edition)