



# ALAGAPPA UNIVERSITY

[ACCREDITED WITH 'A+' Grade by NAAC (CGPA:3  
.64) in the Third Cycle and Graded as Category-I University by MHRD-UGC]  
(A State University Established by the Government of Tamilnadu)



**KARAIKUDI – 630 003**

**DIRECTORATE OF DISTANCE EDUCATION**



# PG DIPLOMA PROGRAMMES

| <b>S.NO</b> | <b>SUBJECT</b>  | <b>PAGE NO</b> |
|-------------|---|----------------|
| 1)          | Post Graduate Diploma in Computer Applications (PGDCA)      | 3              |
| 2)          | P.G .Diploma In Personnel Management & Industrial Relations | 21             |
| 3)          | P.G. Diploma In Hospital Administration                     | 39             |
| 4)          | P.G. Diploma In Human Resource Management                   | 56             |
| 5)          | P.G. Diploma In Business Management                         | 74             |
| 6)          | P.G. Diploma in Sports Management                           | 92             |
| 7)          | P.G.Diploma In Yoga   | 117            |

**Programme Code:** 412

**COURSE OF STUDY AND SCHEME OF EXAMINATION**

| <b>S.No</b> | <b>Subject Code</b> | <b>Title</b>                            | <b>CIA marks</b> | <b>ESE marks</b> | <b>Total Marks</b> | <b>credits</b> |
|-------------|---------------------|---|------------------|------------------|--------------------|----------------|
|             | I SEMESTER          |   |                  |                  |                    |                |
| 1           | 41211               | Digital Computer Organization           | 25               | 75               | 100                | 4              |
| 2           | 41212               | Object oriented programming with C++    | 25               | 75               | 100                | 4              |
| 3           | 41213               | Data Structures and Algorithms          | 25               | 75               | 100                | 4              |
| 4           | 41214               | Computer Lab: Data Structures using C++ | 25               | 75               | 100                | 4              |
|             |                     |   | 100              | 300              | 400                | 16             |

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II SEMESTER

| S<br>·<br>N<br>o | Subject<br>Code | T<br>i<br>t<br>l<br>e                     | CIA<br>marks | ES<br>E<br>m<br>a<br>r<br>k<br>s | Total<br>Marks | credi<br>ts |
|------------------|-----------------|---|--------------|----------------------------------|----------------|-------------|
| 1                | 41221           | Software Engineering                      | 25           | 75                               | 100            | 4           |
| 2                | 41222           | Relational Database Management<br>Systems | 25           | 75                               | 100            | 4           |
| 3                | 41223           | Computer Graphics                         | 25           | 75                               | 100            | 4           |
| 4                | 41224           | Computer Lab-IV: RDBMS lab                | 25           | 75                               | 100            | 4           |
|                  |                 | Total                                     | 100          | 300                              | 400            | 1<br>6      |
|                  |                 |   | 200          | 600                              | 800            | 3<br>2      |

**CIA:** Continuous Internal Assessment    **ESE:** End Semester Examination

## ***SEMESTER I***

| <b>Course Code</b> | <b>Title of the Course</b>           |
|--------------------|--------------------------------------|
| <b>41211</b>       | <b>DIGITAL COMPUTER ORGANIZATION</b> |

### **Course Objectives:**

To impart the knowledge in the field of digital electronics

To impart knowledge about the various components of a computer and its internals.

### **Course Requirements:**

- Before studying this course, the student has knowledge about
- Concepts of digital, Boolean and instruction

### **Course Outcome:**

After the completion of this course, the student will be able to:

- Design and realize the functionality of the computer hardware with basic gates and other components using combinational and sequential logic.
- Understand the importance of the hardware-software interface
- Basic principles of number system

## Text Books:

| Unit No   | Description  |
|---|--|
| <b>BLOCK 1 :NUMBER SYSTEMS</b>                                |  |
| 1   | <b>Number Systems :</b> Binary, Octal, Decimal and Hexadecimal number systems – Conversion from one base to another base – Use of complements – binary arithmetic – Numeric and Character codes. |
| 2   | <b>Boolean algebra and Combinational Circuits:</b> Fundamental concepts of Boolean Algebra – De Morgan’s theorems  |
| 3   | <b>Simplification of expressions</b> – Sum of products and products of sums – Karnaugh map simplification – Quine - McCluskey method – two level implementation of Combinational Circuits.       |
| <b>BLOCK 2 COMBINATIONAL CIRCUITS AND SEQUENTIAL CIRCUITS</b> |  |
| 4   | <b>Combinational Circuits:</b> Half Adder – Full Adder – Subtractors – Decoders – Encoders – Multiplexers – Demultiplexer.   |
| 5   | <b>Sequential Circuits:</b> Flip flops – Registers – Shift Registers – Binary Counters – BCD Counters – Memory Unit.   |
| 6   | <b>Data Representation :</b> Data Types – Complements – Fixed Point Representations – Floating Point Representations – Other Binary Codes – Error detection codes.                               |
| <b>BLOCK 3 : BASIC COMPUTER ORGANIZATION AND DESIGN</b>       |  |
| 7   | <b>Instruction Codes :</b> Instruction Codes – Computer Registers – Computer Instructions – Timing and Control   |
| 8   | <b>Instruction cycle:</b> – Memory reference instructions – Input output and Interrupt – Complete Computer Description – Design on Basic Computer – Design of Accumulator logic                  |
| <b>BLOCK : 4 CENTRAL PROCESSING UNIT</b>                      |  |
| 9   | Introduction – General Register organization – Stack organization  |
| 10  | <b>Instruction formats:</b> – Addressing modes – Data transfer and manipulation – Program control.   |
| 11  | <b>Input – output organization:</b> Peripheral devices – Input output interface – Asynchronous data transfer – Modes of transfer   |
| 12  | <b>Priority interrupt:</b> – DMA – IOP – Serial Communication.   |
| <b>BLOCK : 5 MEMORY ORGANIZATION</b>                          |  |
| 13  | Memory Hierarchy – Main memory – Auxiliary memory – Associative memory   |
| 14  | <b>Memory organization:</b> Cache memory – Virtual memory – Memory management hardware.  |

1. Digital Computer Fundamentals, 6th Edition, Thomas C. Bartee, Tata McGraw Hill, 2008.
2. Digital Logic and Computer Design, M. Morris Mano, Pearson Education, 2008.

## Reference Books:

1. Digital Computer Electronics, 3rd Edition, Albert Paul Malvino and Jerald A. Brown, Tata McGraw Hill, 2008.
2. Computer Organization, 5th Edition, V.C. Hamacher et al, Tata McGraw Hill.

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|--------------------|---|
| <b>Course Code</b> | <b>Title of the Course</b>                  |
| 41212              | <b>OBJECT ORIENTED PROGRAMMING with C++</b> |

### Course Objectives:

- To provide an overview of working principles of object oriented paradigm
- To understand and apply the OOPs fundamentals
- To implement the features of OOP in real world applications

### Course Outcome:

- Able to understand the object oriented programming techniques

| Unit No. | Contents  |
|----------|---|
|          | <b>BLOCK 1: INTRODUCTION</b>  |
| 1        | <b>Introduction and Features:</b> Evolution of Object Oriented Language, Object oriented Paradigm, Basic concept of object-oriented programming- objects, classes, encapsulation and data abstraction, inheritance, polymorphism, dynamic binding, message passing  |
| 2        | <b>Popular OOP languages.</b> Moving from C to C++ Introduction – Predefined console streams, hierarchy of console stream classes,  |
| 3        | <b>I/O operations;</b> Unformatted I/O operations, formatted console I/O operations, manipulators, custom/user-defined manipulators.  |
|          | <b>BLOCK 2 : CLASSES AND OBJECTS</b>  |
| 4        | <b>Classes and Objects:</b> Introduction, class specification, class objects, accessing class members, defining member functions, accessing member functions within a class, outside member functions as inline, private member function,   |
| 5        | <b>Memory allocation for objects:</b> array of objects, function prototype, call by reference, return by reference, objects as function arguments, inline function, friend function, constant parameter and member function.  |
| 6        | <b>Object Initialization:</b> Introduction - constructors, default constructor, parameterized constructors, multiple constructors in a class, dynamic initialization through constructors, copy constructor, dynamic constructor, destructor. Dynamic Objects: Introduction, pointers to objects, array of pointers to objects, this pointer. |
|          | <b>BLOCK 3 : INHERITANCE, POLYMORPHISM AND DATA CONVERSION</b>  |
| 7        | <b>Inheritance:</b> Introduction, derived class declaration, forms of inheritance, inheritance and member accessibility, multilevel inheritance, multiple inheritance, hierarchical inheritance, hybrid inheritance.  |

|                                      |   |
|--------------------------------------|---|
| 8                                    | <b>Polymorphism:</b> Introduction, Function overloading, Operator overloading introduction, unary operator overloading, binary operator overloading, assignment operator overloading, overloading with friend functions.  |
| 9                                    | <b>Data conversion:</b> conversion between basic data types, conversion between objects and basic types, conversion between objects of different classes. Virtual function: Introduction, need for virtual functions, pure virtual functions, abstract classes. |
| <b>BLOCK 4 : TEMPLATES AND FILES</b> |   |
| 10                                   | <b>Generic Programming with Templates:</b> Introduction - class templates – class template with multiple arguments  |
| 11                                   | <b>Function template:</b> function template with multiple arguments. inheritance of class template.   |
| 12                                   | <b>Streams with Files:</b> Introduction, hierarchy of file stream classes, opening and closing of files, file pointers and their manipulators, sequential access to a file, file input/output with stream class, random access to a file.                       |
| <b>BLOCK 5 : EXCEPTION HANDLING</b>  |   |
| 13                                   | <b>Exception Handling:</b> Introduction – Basics of exception handling, exception handling mechanism, throwing mechanism, catching mechanism. Exceptions in constructors and destructors  |
| 14                                   | <b>Other Exception Handling methods:</b> Handling uncaught exceptions, exceptions in operator overloaded functions, exception in inheritance tree, exceptions in class templates, memory allocation failure exception.  |

### TEXT BOOK:

1. E.Balagurusamy, Object oriented programming in C++, Third Edition, Tata McGraw Hill Publications, 2007.
2. Mastering C++, K.R Venugopal and Rajkumar, T.Ravishankar, Tata McGraw Hill Publishing Company Ltd., 2006.

### REFERENCE BOOK:

1. Object Oriented Programming in C++, Fourth Edition, Rober Lafore, Galgotia Publications Pvt. Ltd., New Delhi. 2010.

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| Course Code | Title of the Course           |
|-------------|-------------------------------|
| 41213       | DATA STRUCTURE AND ALGORITHMS |

### Course Objectives:

- The learner should be well versed with the fundamentals of Algorithms, learn various data structures, should be able to use them appropriately as per need during development of programs.
- Also, the learner should know different sorting and searching techniques so that correct techniques can be used in different programs so that the complexity of the program does not increase due the sorting/ search technique employed.

### Course Outcome

After the completion of this course, the student will able to

- To write programs using structures, strings, arrays, pointers and strings for solving complex computational problem.
- Using the data structures real time applications
- Able to analyze the efficiency of Data Structures

| Unit No | Contents  |
|---------|---|
|         | <b>BLOCK 1 : INTRODUCTION</b>   |
| 1       | <b>Introduction to Data Structure</b> : Types of Data Structure , Primitive data types  |
|         | <b>Algorithms:</b> –Time and space Complexity of algorithms   |
| 2       | <b>Arrays:</b> Array initialization, Definition of Array, Characteristic of Array ,One-dimensional Array, Two-dimensional array and Multi dimensional array |
|         | <b>BLOCK 2 : LINEAR DATA STRUCTURE</b>  |
| 3       | <b>Stack</b> : Stack related terms, Operations on a stack,  |
| 4       | <b>Representation of Stack:</b> Implementation of a stack – application of Stack. Expression Evaluation Polish notation.                                    |
| 5       | <b>Queues:</b> Operations on queue Circular Queue, Representation of Queues, Application of Queues  |
| 6       | <b>List:</b> Merging lists, Linked list, Single linked list, Double Linked List, Header Linked list   |
| 7       | <b>Operation on Linked List</b> : Insertion and Deletion of linked list   |
| 8       | <b>Traversal:</b> Traversing a linked list , Representation of linked list.   |
|         | <b>BLOCK : 3 NON-LINEAR DATA STRUCTURE</b>  |
| 9       | <b>Trees:</b> Binary Trees, Types of Binary trees, Binary Tree Representation   |
| 10      | <b>Binary Tree operations / Applications</b> : Traversing Binary Trees, Binary Search tree,   |
| 11      | <b>Operations on Binary Tree:</b> Insertion and Deletion operations, Hashing Techniques.  |
|         | <b>BLOCK 4 : SEARCHING TECHNIQUES</b>   |
| 12      | <b>Searching</b> : Introduction, Searching, Linear Search, Binary Search  |
|         | <b>BLOCK 5 : SORTING TECHNIQUES</b>   |
| 13      | <b>Sorting:</b> Bubble sort, Insertion sort, Radix sort   |
| 14      | <b>Other sorting Techniques:</b> Selection sort, Quick sort, Tree sort.   |

**Text Books:**

1. Fundamentals of Data structures , Second edition, Ellis Horowitz and Sartaj Sahini, Universities press, 2007.
2. Data Structures, Seymour Lipschutz, G.A.Vijayalakshmi Pai, Second Edition , Schaum's Outlines, Tata Mc-Graw Hill Private Ltd., 2006.

**Reference Books:**

1. Programming and Data Structure, Pearson Edition, Ashok N Kamthane, 2007.

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|--------------------|---------------------------------------|
| <b>Course Code</b> | <b>Title of the Course</b>            |
| <b>41214</b>       | <b>DATA STRUCTURE USING C++ - LAB</b> |

### Course Objectives

- To be able to solve data structure problems using C++ language
- To learn and implement C++ language programming techniques
- To introduce the efficiency of the algorithm

### Course Outcome

- Students can develop programming knowledge/
- Students can solve any kind of problems using C++ language
- Data Structure based problems can be solved

### Experiments based on c++ programming and Data Structures

| Unit No.                                   | Contents  |
|--|---|
| <b>BLOCK 1 : SIMPLE C++ PROGRAMS</b>       |   |
| 1  | <b>Introduction</b> Simple C++ Programs   |
| 2  | <b>Control Structures:</b> Using if and switch constructs Programs  |
| 3  | <b>Looping , Arrays ,Structure statements:</b> for, while, do-while, Strings and Matrices Programs Problems   |
| <b>BLOCK 2 : OOPs CONCEPTS</b>             |   |
| 4  | <b>Functions:</b> static function, friend function ,constructor , destructor and operator overloading and Recursive programs  |
| 5  | <b>Inheritance and polymorphism:</b> Inheritance types and polymorphism types, Virtual function   |
| 6  | <b>File:</b> File Handling C++ Programs, opening and closing a data file - creating a data file, processing a data file.  |
| 7  | <b>Pointers :</b> Pointers and Pointers with Arrays Programs  |
| <b>BLOCK 3: LINEAR DATA STRUCTURE</b>      |   |
| 8  | <b>Stacks :</b> Stack Implementation, expression evaluation, Polish notation  |
| 9  | <b>Queues:</b> Queue Implementation, Applications of Queue  |
| 10   | <b>Linked List programs:</b> List, Merging lists, Linked list, Single linked list, Double Linked List, Header Linked list, Insertion and Deletion of linked list, Traversing a linked list.   |
| <b>BLOCK 4 : NON LINEAR DATA STRUCTURE</b> |   |
| 11   | <b>Tree Programs :</b> <i>Trees, Binary Trees, Types of Binary trees, Binary Tree Representation, Traversing Binary Trees, Binary Search tree, Insertion and Deletion operations,</i>   |
| 12   | <b>Graphs:</b><br><i>Shortest Path Algorithms</i><br>o <i>Dijkstra's Algorithm</i><br>o <i>Graphs with Negative Edge costs</i><br>o <i>Acyclic Graphs</i><br>o <i>All Pairs Shortest Paths Algorithm</i><br><b>Minimum cost Spanning Trees</b><br>o <i>Kruskal's Algorithm</i><br>o <i>Prims's Algorithm</i><br>o <i>Applications</i> |

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|-----------|--|
|           | <b>BLOCK 5 : SEARCHING AND SORTING ALGORITHMS</b>                              |
| <b>13</b> | <b>Searching Techniques:</b> Linear and Binary search Programs                 |
| <b>14</b> | <b>Sorting techniques:</b> Bubble sort, Quick sort, Insertion sort, Merge sort |

**Reference Books:**

1. Data Structures, Seymour Lipschutz, G.A.Vijayalakshmi Pai, Second Edition , Schaum's Outlines, Tata Mc-Graw Hill Private Ltd., 2006.
2. Fundamentals of Data structures in C, Second edition, Ellis Horowitz and Sartaj Sahini, Universities press, 2007.
3. Programming and Data Structure, Pearson Edition, Ashok N Kamthane, 2007.

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## SEMESTER II

|                    |                             |
|--------------------|-----------------------------|
| <b>Course Code</b> | <b>Title of the Course</b>  |
| 41221              | <b>SOFTWARE ENGINEERING</b> |

### Course Objective:

- To know of how to do project planning for the software process.
- To learn the cost estimation techniques during the analysis of the project.
- To understand the quality concepts for ensuring the functionality of the software

### Course Requirement:

- Fundamental concepts of Software Engineering

### Course Outcome:

- Understand the activities during the project scheduling of any software application.
- Learn the risk management activities and the resource allocation for the projects.
- Able to create reliable, replicable cost estimation that links to the requirements of project planning and managing.

| <i>Unit No.</i> | <i>Contents</i>  |
|-----------------|--|
|                 | <b>BLOCK 1 : INTRODUCTION</b>  |
| <i>1</i>        | <b>Software:</b> Role of software, Software myths.                      Generic view of process: A layered technology, a process framework, The Capability Maturity Model Integration (CMMI)   |
| <i>2</i>        | <i>Process patterns, Process assessment, Personal and Team process models.</i>   |
| <i>3</i>        | <i>Process model: The waterfall model, Incremental process models, Evolutionary process models, The Unified process.</i>   |
|                 | <b>BLOCK 2 : REQUIREMENT ENGINEERING:</b>  |
| <i>4</i>        | Design and Construction, Requirement Engineering Tasks, Requirements Engineering Process, Validating Requirements.   |
| <i>5</i>        | <b>Building the Analysis Model:</b> Requirement analysis, Data Modeling concepts, Object-Oriented Analysis   |
| <i>6</i>        | <b>Modeling:</b> Scenario-Based Modeling, Flow-Oriented Modeling Class-Based Modeling, Creating a Behavioral Model.  |
|                 | <b>BLOCK 3 : SYSTEM DESIGN</b>   |
| <i>7</i>        | <b>Design Engineering:</b> Design process and quality, Design concepts, the design model.  |
| <i>8</i>        | <i>Architectural Design: Software architecture, Data design, Architectural styles and patterns, Architectural Design.</i>  |
| <i>9</i>        | <b>User interface design:</b> The Golden rules, User interface analysis and design, Interface analysis, Interface design steps, Design evaluation.   |
|                 | <b>BLOCK 4 : SYSTEM TESTING</b>  |
| <i>10</i>       | <b>Testing Strategies:</b> Approach to Software Testing, Unit Testing, Integration Testing, Test strategies for Object-Oriented Software, Validation Testing, System Testing, the art of Debugging, Black-Box and White-Box testing. |

|  |   |
|--|---|
| <i>11</i>                                    | <b>Product Metrics:</b> Software Quality, Product Metrics, Metrics for Analysis Model, Design Model, Source code and Metrics for testing, Metrics for maintenance. Metrics for Process and Projects Domains: Software Measurement, Metrics for Software Quality and Software Process. |
| <b>BLOCK 5 : RISK and QUALITY MANAGEMENT</b> |   |
| <i>12</i>                                    | Risk Strategies: Reactive vs. Proactive Risk strategies, software risks, Risk identification  |
| <i>13</i>                                    | <b>Risk Protection and refinement:</b> Risk projection, Risk refinement, Risk Mitigation, Monitoring and Management, RMMM Plan.   |
| <i>14</i>                                    | <b>Quality Management:</b> Quality concepts, Software quality assurance, Software Reviews, Formal Technical reviews, Statistical Software quality Assurance, Software reliability, The ISO 9000 quality standards.  |

### TEXT BOOK:

1. Roger S. Pressman Software Engineering - A practitioner's Approach McGraw-Hill 6<sup>th</sup> Edition (2010)

### REFERENCE BOOKS:

1. Richard Fairlay Software Engineering Concepts McGraw Hill Book Company (2005)
2. Pankaj Jalote An Integrated Approach to Software Engineering Narosa Publishing House 3<sup>rd</sup> Edition (2005)
3. Software Engineering, Somerville, 8th Edition, Pearson Education 2007.
4. Software Engineering K.K. Agarwal & Yogesh Singh, 3rd Edition New Age International Publishers 2007.
5. Software Engineering an Engineering Approach James F. Peters, Witold Pedrycz - John Wiley & Sons 2000.
6. Software Engineering Principles and Practice Waman S Jawadekar, , Tata McGraw-Hill 2004.

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| Course Code | Title of the Course                            |
|-------------|--|
| 41222       | RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS) |

### Course Objectives:

- To understand the fundamentals of data models
- To make a study of SQL and relational database design.
- To know about data storage techniques and query processing.
- To impart knowledge in transaction processing, concurrency control techniques and External storage

### Course Requirements:

- Knowledge about the basic concepts of the database.

### Course Outcome:

- Design a database using ER diagrams and map ER into Relations and normalize the relations
- Acquire the knowledge of query evaluation to monitor the performance of the DBMS.
- Develop a simple database applications using normalization.

| Unit No | Contents   |
|---------|--|
|         | <b>BLOCK 1 INTRODUCTION</b>  |
| 1       | <b>Data base System Applications</b> , data base System VS file System – View of Data – Data Abstraction – Instances and Schemas – data Models – the ER Model  |
| 2       | <b>Model</b> : Relational Model – Other Models – Database Languages – DDL – DML – database Access for applications Programs – data base Users and Administrator – Transaction Management – data base System Structure – Storage Manager – the Query Processor.                       |
| 3       | <b>History of Data base Systems</b> - Data base design and ER diagrams – Beyond ER Design Entities, Attributes and Entity sets – Relationships and Relationship sets – Additional features of ER Model – Concept Design with the ER Model – Conceptual Design for Large enterprises. |
|         | <b>BLOCK 2 : RELATIONAL MODEL</b>  |
| 4       | <b>Introduction</b> – Integrity Constraint Over relations – Enforcing Integrity constraints – Querying relational data – Logical data base Design – Introduction to Views – Destroying / altering Tables and Views.  |
| 5       | <b>Relational Algebra</b> – Selection and projection set operations – renaming – Joins – Division – Examples of Algebra overviews –  |
| 6       | <b>Relational calculus</b> – Tuple relational Calculus – Domain relational calculus – Expressive Power of Algebra and calculus.  |
|         | <b>BLOCK 3 : SQL QUERY</b>   |

|                            |  |
|----------------------------|--|
| 7                          | <b>Form of Basic SQL Query</b> – Examples of Basic SQL Queries – Introduction to Nested Queries – Correlated Nested Queries Set – Comparison Operators – Aggregative Operators – NULL values – Comparison using Null values – Logical connectivity's – AND, OR and NOT – Impact on SQL Constructs – Outer Joins – Disallowing NULL values – Complex Integrity Constraints in SQL Triggers and Active Data bases. Schema refinement |
| 8                          | <b>Normal forms</b> :Problems Caused by redundancy – Decompositions – Problem related to decomposition – reasoning about FDS – FIRST, SECOND, THIRD Normal forms – BCNF–   |
| 9                          | <b>Join:</b> Lossless join Decomposition – Dependency preserving Decomposition – Schema refinement in Data base Design – Multi valued Dependencies – FORTH Normal Form.  |
| <b>BLOCK 4 TRANSACTION</b> |  |
| 10                         | <b>Introduction</b> :Transaction Concept- Transaction State- Implementation of Atomicity and Durability – Concurrent – Executions – Serializability- Recoverability – Implementation of Isolation – Testing for serializability  |
| 11                         | <b>Protocols:</b> Lock Based Protocols – Timestamp Based Protocols- Validation- Based Protocols – Multiple Granularity.  |
| 12                         | <b>Recovery and Atomicity</b> – Log – Based Recovery – Recovery with Concurrent Transactions – Buffer Management – Failure with loss of nonvolatile storage- Advance Recovery systems- Remote Backup systems   |
| <b>BLOCK 5 STORAGE</b>     |  |
| 13                         | <b>Data on External Storage</b> – File Organization and Indexing – Cluster Indexes, Primary and Secondary Indexes – Index data Structures – Hash Based Indexing – Tree base Indexing – Comparison of File Organizations – Indexes and  |
| 14                         | <b>Performance Tuning-</b> Intuitions for tree Indexes – Indexed Sequential Access Methods (ISAM) – B+ Trees: A Dynamic Index Structure.   |

### Text Books:

1. Raghurama Krishnan, Johannes Gehrke, Data base Management Systems, 3rd Edition, TATA McGrawHill.2003.
2. Silberschatz, Korth, Data base System Concepts, 6th Edition, Tata McGraw Hill, 2011.

### Reference Books:

1. Relational Database Principles 2nd Edition, Colin Ritchie, 2004
2. Sharad Maheswari and Ruchin Jain, Database management systems Complete Practical Approach, Firewall media, 2006
3. Peter Rob & Carlos Coronel, Data base Systems design, Implementation, and Management, 7th Edition.
4. Elmasri Navrate , Fundamentals of Database Systems, Pearson Education.

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|--------------------|----------------------------|
| <b>Course Code</b> | <b>Title of the Course</b> |
| <b>41223</b>       | <b>COMPUTER GRAPHICS</b>   |

### Course Objectives:

- To understand computational development of graphics
- To provide in-depth knowledge of display systems, image synthesis, shape modeling of 3D application.

### Course Outcome:

- Enhance the perspective of modern computer system with modeling, analysis and interpretation of 2D and 3D visual information.
- Able to develop interactive animations.

| <i>Unit No.</i> | <i>Contents</i>   |
|-----------------|---|
|                 | <b>BLOCK 1 : INTRODUCTION</b>   |
| <b>1</b>        | <b>Introduction</b> Application areas of Computer Graphics, overview of graphics systems, video-display devices, raster-scan systems, random scan systems, graphics monitors and work stations and input devices. |
| <b>2</b>        | <b>Output primitives:</b> Points and lines, line drawing algorithms, mid-point circle and ellipse algorithms.   |
| <b>3</b>        | <b>Filled area primitives:</b> Scan line polygon fill algorithm, boundary-fill and flood-fill algorithms.   |
|                 | <b>BLOCK 2 : 2 D TRANSFORM AND CLIPPING</b>   |
| <b>4</b>        | <b>2-D geometrical transform:</b> Translation, scaling, rotation, reflection and shear transformations  |
| <b>5</b>        | <b>2D Matrix representations:</b> homogeneous coordinates, composite transforms, transformations between coordinate systems.  |
| <b>6</b>        | <b>2-D viewing:</b> The viewing pipeline, viewing coordinate reference frame, window to view-port coordinate transformation, viewing functions,   |
| <b>7</b>        | <b>Clipping Algorithms:</b> Cohen-Sutherland and Cyrus-beck line clipping algorithms, Sutherland –Hodgeman polygon clipping algorithm.  |
|                 | <b>BLOCK 3 : 3D OBJECT REPRESENTATION</b>   |
| <b>8</b>        | <b>Introduction:</b> Polygon surfaces, quadric surfaces, spline representation,   |
| <b>9</b>        | <b>Curve and surfaces:</b> Hermite curve, Bezier curve and B-Spline curves, Bezier and B-Spline surfaces. Basic illumination models, polygon rendering methods.   |
|                 | <b>BLOCK 4 : 3D GEMETRIC TRANSFORMATION</b>   |
| <b>10</b>       | <b>3-D Geometric transformations:</b> Translation, rotation, scaling, reflection and shear transformations, composite transformations.  |
| <b>11</b>       | <b>3-D viewing:</b> Viewing pipeline, viewing coordinates, view volume and general projection transforms and clipping.  |
|                 | <b>BLOCK 5 : VISIBLE SURFACE DETECTION METHODS AND ANIMATION</b>  |
| <b>12</b>       | <b>Classification,</b> back-face detection, depth-buffer, scan-line, depth sorting, BSP-tree methods, area sub-division and octree methods.   |
| <b>13</b>       | <b>Computer animation:</b> Design of animation sequence, general computer animation functions, raster animation,  |
| <b>14</b>       | <b>Other Animation Techniques:</b> Computer animation languages, key frame systems, motion specifications.  |

## **Text Books**

1. Donald Hearn and M.Pauline Baker, Computer Graphics C version, Pearson Education, 2007.

## **Reference Books:**

1. M. Newman and F. Sproull, Interactive Computer Graphics, McGraw Hill 2004
2. Foley, VanDam, Feiner and Hughes, Computer Graphics Principles and Practice, 2nd Edition in C, Pearson Education, 2004.
3. Plastok and Gordon Kalley, Computer, McGraw Hill 2000.

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|                    |   |
|--------------------|---|
| <b>Course Code</b> | <b>Title of the Course</b>                                |
| <b>41224</b>       | <b>RELATIONAL DATABASE MANAGEMENT SYSTEMS (RDBMS) LAB</b> |

Use the concepts like data normalization, link between table by means of foreign keys and other relevant database concepts for the following applications. The implementation of each should have necessary input screen (forms) Menu-driven query processing and reports.

Necessary validations should be made for each table;

| <i>Unit No.</i> | <i>Contents</i>   |
|-----------------|---|
|                 | <b>BLOCK 1 : TABLE MANIPULATION</b>   |
| 1               | <b>Table creation</b> , Renaming a Table, Copying another table, Dropping a Table   |
| 2               | <b>Table Description:</b> Describing Table Definitions, Modifying Tables, Joining tables, Number and Date functions.  |
|                 | <b>BLOCK 2 : SQL QUERIES AND SUB QUERIES</b>  |
| 3               | <b>SQL Queries:</b> Queries, Sub Queries, and aggregate functions   |
| 4               | <b>DDL:</b> Experiments using database DDL SQL statements   |
| 5               | <b>DML:</b> Experiment using database DML SQL statements  |
| 6               | <b>DCL:</b> Experiment using database DCL SQL statements  |
|                 | <b>BLOCK 3 : INDEX AND VIEW</b>   |
| 7               | <b>Index :</b> Experiment using database index creation, Renaming a index, Copying another index, Dropping a index  |
| 8               | <b>Views:</b> <i>Create Views, Partition and locks</i>  |
|                 | <b>BLOCK 4 : EXCEPTION HANDLING AND PL/SQL</b>  |
| 9               | <b>Exception Handling:</b> PL/SQL Procedure for application using exception handling  |
| 10              | <b>Cursor:</b> PL/SQL Procedure for application using cursors   |
| 11              | <b>Trigger:</b> PL/SQL Procedure for application using triggers   |
| 12              | <b>Package:</b> PL/SQL Procedure for application using package  |
| 13              | <b>Reports:</b> DBMS programs to prepare report using functions   |
|                 | <b>BLOCK 5 : APPLICATION DEVELOPMENT</b>  |
| 14              | <b>Design and Develop Application:</b> Library information system, Students mark sheet processing, Telephone directory maintenance, Gas booking and delivering, Electricity bill processing, Bank Transaction, Pay roll processing. Personal information system, Question database and conducting Quiz and Personal diary |

### Reference Books:

1. Raghurama Krishnan, Johannes Gehrke, Data base Management Systems, 3rd Edition, TATA McGrawHill.2003.
2. Silberschatz, Korth, Data base System Concepts, 6th Edition, Tata McGraw Hill, 2011.
3. Relational Database Principles 2nd Edition, Colin Ritchie, 2004
4. Sharad Maheswari and Ruchin Jain, Database management systems Complete Practical Approach, Firewall media, 2006
5. Peter Rob & Carlos Coronel, Data base Systems design, Implementation, and Management, 7th Edition.
6. Elmasri Navrate , Fundamentals of Database Systems, Pearson Education.

**P.G.DIPLOMA IN PERSONNEL MANAGEMENT**  
**&**  
**INDUSTRIAL RELATIONS**

**E) INSTRUCTIONAL DESIGN**  
**P.G. DIPLOMA IN PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS**

| <b>Course Code</b> | <b>Title</b>                   | <b>CIA Max.</b> | <b>ESE Max.</b> | <b>TOT Max.</b> | <b>C</b>  |
|--------------------|--------------------------------|-----------------|-----------------|-----------------|-----------|
| <b>I Semester</b>  |                                |                 |                 |                 |           |
| 41911              | Principles of Management       | 25              | 75              | 100             | 4         |
| 41912              | Organizational Behavior        | 25              | 75              | 100             | 4         |
| 41913              | Human Resource Management      | 25              | 75              | 100             | 4         |
| 41914              | Labour Legislations-I          | 25              | 75              | 100             | 4         |
| Total              |                                | 100             | 300             | 400             | 16        |
| <b>II Semester</b> |                                |                 |                 |                 |           |
| 41921              | Industrial Relation Management | 25              | 75              | 100             | 4         |
| 41922              | Labour Legislations - II       | 25              | 75              | 100             | 4         |
| 41923              | Training and Development       | 25              | 75              | 100             | 4         |
| 41924              | Compensation Management        | 25              | 75              | 100             | 4         |
| Total              |                                | 100             | 300             | 400             | 16        |
| <b>Grand Total</b> |                                |                 |                 | <b>800</b>      | <b>32</b> |

## 41911 - PRINCIPLES OF MANAGEMENT

### Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.

UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.

UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.

UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.

UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.

UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type,

Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

**BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

*REFERENCES*

1. Stoner, et-al, Management, Prentice Hall, 1989.
2. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
3. Weihrich and Koontz, Management: A Global Perspective, McGraw Hill, 1988
4. Peter F. Drucker, Management, 2008.
5. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
6. Ricky W. Griffin, Management, South-Western College Publications, 2010
7. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
8. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## 41912 - ORGANISATIONAL BEHAVIOUR

### Objectives:

- To understand the personality traits and influence on the organization.
- To imbibe the necessary conceptual understanding of behaviour related people
- To learn the modern trends, theories and changes in organizational Behaviour.

### **BLOCK I: BASICS OF ORGANISATIONAL BEHAVIOUR**

UNIT 1 Organizational Behaviour: History – Meaning Elements – Evolution, Challenges and opportunities – Trends – disciplines – Approaches – Models – Management functions relevance to organizational Behaviour – Global Emergence of OB as a discipline.

UNIT 2 Personality – Determinants, Structure, Behaviour, Assessment, Individual Behaviour: Personality & Attitudes- Development of personality – Nature and dimensions of attitude – Trait Theory – Organizational fit – Organizational Commitment

UNIT 3 Emotions – Emotional Intelligence – Implications of Emotional Intelligence on Managers – EI as Managerial tool – EI performance in the organization – Attitudes: Definitions – Meaning – Attitude relationship with behaviour – Types – Consistency

UNIT 4 Individual Behaviour and process of the organization: Learning, Emotions, Attitudes, Perception, Motivation, Ability, Job satisfaction, Personality, Stress and its Management – Problem solving and Decision making – Interpersonal Communication - Relevance to organizational behaviour.

### **BLOCK II: ORGANISATIONAL SOURCES AND MANAGEMENT**

UNIT 5 Group Behaviour: Group Dynamics - Theories of Group Formation - Formal and Informal Groups in organization and their interaction - Group norms – Group cohesiveness – Team: Importance and Objectives - Formation of teams – Team Work- Group dynamics – Issues - Their relevance to organizational behaviour.

UNIT 6 Organizational Power: Organizational Power: Definition, Nature, Characteristics - Types of powers - Sources of Power - Effective use of power – Limitations of Power – Power centre in Organization.

UNIT 7 Organizational Politics: Definition – Political behaviour in organization - Factors creating political behaviour – Personality and Political Behaviour - Techniques of managing politics in organization – Impact of organizational politics.

UNIT 8 Organizational Conflict Management: Stress Management: Meaning – Types – Sources and strategies resolve conflict – Consequences – Organizational conflict: Constructive and Destructive conflicts - Conflict Process - Strategies for encouraging constructive conflict - Strategies for resolving destructive conflict.

### **BLOCK III: ORGANISATIONAL CLIMATE AND CULTURE**

UNIT 9 Organizational Dynamics: Organizational Dynamics – Organizational Efficiency, Effectiveness and Excellence: Meaning and Approaches – Factors affecting the organizational Climate.



UNIT 10 Organizational Culture: Meaning, significance – Theories – Organizational Climate – Creation, Maintenance and Change of Organizational Culture – Impact of organizational culture on strategies – Issues in Organizational Culture.

UNIT 11 Inter personal Communication: Essentials, Networks, Communication technologies – Non-Verbal communications Barriers – Strategies to overcome the barriers. Behavioral Communication in organization - Uses to Business

#### **BLOCK IV: CHALLENGES AND ORGANISATIONAL DEVELOPMENT**

UNIT 12 Organizational Change: Meaning, Nature and Causes of organizational change Organizational Change –Importance – Stability Vs Change – Proactive Vs. Reaction change – the change process – Resistance to change – Managing change.

UNIT 13 Organizational Behaviour responses to Global and Cultural diversity, challenges at international level, Homogeneity and heterogeneity of National cultures, Differences between countries.

UNIT 14 Organizational Development: Meaning, Nature and scope – Features of OD – OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD- Learning Organizations - Organizational effectiveness Developing Gender sensitive workplace

#### **REFERENCES**

- 1.Fred Luthans, Organizational Behaviour, McGraw-Hill/Irwin, 2006.
- 2.Stephen P. Robbins, Organizational Behaviour, Prentice Hall; 2010
- 3.Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw Hill, 2010
- 4.Griffin and Moorhead, Organizational Behavior: Managing People and Organizations, 2006.
- 5.Judith R. Gordon, Organizational Behavior: A Diagnostic, Prentice Hall, 2001.
- 6.K. Aswathappa, Organizational Behaviour, Himalaya Publishing, Mumbai, 2010
- 7.Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn & Bacon, 1993.

## 41913 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management

UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.

UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.

UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors

UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEES APPRAISALS**

UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry

UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

### **BLOCK IV: APPRAISAL AND TRAIL UNION**

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment

UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management-Separation: Need and Methods.

UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

### **REFERENCES**

1. Mathis and Jackson, Human Resource Management, South-Western College, 2004.
2. Nkomo, Fottler and McAfee, Human Resource Management, South-Western College, 2007.
3. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
4. Venkataraman & Srivastava, Personnel Management & Human Resources
5. Arun Monappa, Industrial Relations
6. Yodder & Standohar, Personnel Management & Industrial Relations
7. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984
8. Pigors and Myers, Personnel Administration
9. R.S. Dwivedi, Manpower Management
10. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

## **41914 - LABOUR LEGISLATIONS – I**

Objective:

- To know the basic concept of labour legislations .
- To gain knowledge about the labour act

### **BLOCK I: BASICS OF LABOUR LEGISLATIONS - I**

UNIT 1 Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval

UNIT 2 Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

UNIT 3 Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review

UNIT 4 distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

### **BLOCK II: INDUSTRIAL DISPUTE AND UNFAIR PRACTICES ACT**

UNIT 5 Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes

UNIT 6 Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure

UNIT 7 Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

UNIT 8 Shops and Establishments Act, 1947: Definitions – Salient provisions – Powers of the authorities.

### **BLOCK III: EMPLOYEES WELFARE INSURANCE ACT**

UNIT 9 Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions

UNIT 10 Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 11 Employees Provident Fund and Miscellaneous Provisions Act, 1952: Employees provident fund and other schemes

**BLOCK IV: EXEMPTION RELATING TO THE ACT**

UNIT 12 Determination and recovery of money due from employer, appointment of inspectors and their duties

UNIT 13 Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act –

UNIT 14 Contract Labour Regulations and Abolition Act, 1970 ,Court's power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

**REFERENCES :**

1. Bare Acts
2. Kapoor N D, Industrial Law
3. Shukla M C, Industrial Law
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

## **41921 - INDUSTRIAL RELATIONS MANAGEMENT**

Objective:

- To gain knowledge about the trade unions
- To know the basic concept of industrial relations management

### **BLOCK I: BASICS OF INDUSTRIAL RELATIONS MANAGEMENT**

- UNIT 1 Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement
- UNIT 2 Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.
- UNIT 3 Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union
- UNIT 4 Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History

### **BLOCK II: IR MACHINERY AND LABOUR**

- UNIT 5 objective and functions – Convention and recommendations – PCR rights and duties – functions - problems-Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes
- UNIT 6 Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations
- UNIT 7 Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations
- UNIT 8 Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

### **BLOCK III: COLLECTIVE BARGAINING PROCESS**

- UNIT 9 Process of collective bargaining – Problems and prospects – Bipartisan in agreements – Code of conduct and code of discipline –
- UNIT 10 Wage boards – Reports of wage boards – Management of strikes and lockouts – measures to stop strikes and lock outs Disputes – Impact – Causes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.
- UNIT 11 Employee safety programme – Types of safety organization – functions – implications – features - Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

### **BLOCK IV: WELFARE SAFETY COMMITTEE AND**

- UNIT 12 Safety committee – Ergonomics – Damage control and system, safety – insurance – grievance redressal.

- UNIT 13 Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health –
- UNIT 14 Educational and social development – modern trends – employee education – NGC .Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications

#### REFERENCE

1. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
2. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
3. Michael V P,HRM and Human Relations, Himalaya Book House, Mumbai.
4. *Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.*
5. *Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws.Tata McGraw Hill. 2012*

## 41922 - LABOUR LEGISLATIONS – II

Objective:

- To know the basic concept of LL and provisions.
- To gain knowledge on payment of gratuity act on 1972

### **BLOCK I: BASICS OF LABOUR LEGISLATIONS - II**

- UNIT 1      Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer
- UNIT 2      Eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable
- UNIT 3      Adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus
- UNIT 4      Set on and set off allocable surplus set on and set off allocable surplus presumption about accuracy of balance sheet and profit and loss account.

### **BLOCK II: PAYMENT OF GRATUITY AND WAGES ACT**

- UNIT 5      Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.
- UNIT 6      Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages
- UNIT 7      Fixation of wage periods, time of payment, deduction and fines
- UNIT 8      Maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

### **BLOCK III: MINIMUM WAGE ACT AND FEATURES**

- UNIT 9      Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages
- UNIT 10     Appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out
- UNIT 11     An Act to provide for fixing minimum rates of wages in certain employments. Powers of appropriate government offences and penalties.



## **BLOCK IV: STANDING ORDERS AND LEVEL OUTS**

- UNIT 12 Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders .
- UNIT 13 Duration and modification of standing orders – power of certifying officer – interpretation of standing orders.
- UNIT 14 Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

### **REFERENCE**

- 1 Bare Acts
- 2 Kapoor N D, Industrial Laws
- 3 Shukla M C, Industrial Laws
- 4 Tax Mann, Labour Laws, 2008.

## 41923 - TRAINING AND DEVELOPMENT

Objective:

- To know the basic concept of training and development
- To understand the various training method

### **BLOCK I: BASICS OF TRAINING AND DEVELOPMENT**

- UNIT 1 Training: Meaning – Definition – Need – Objectives – Difference among education, training and development - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies
- UNIT 2 Levels of Training: Individual, operational and organizational levels – horizontal , vertical , top , bottom& official training.
- UNIT 3 Training Organisation: Need assessment of Training- Organisational structure of training organizations
- UNIT 4 Training in manufacturing and service organizations – GST – Tax slap for state and central - Professional tax. Organisational analysis, task analysis and individual analysis – consolidation..

### **BLOCK II: ROLES OF MANAGERS**

- UNIT 5 Duties and responsibilities of training managers – Challenges – Selection of trainers: Internal and external.
- UNIT 6 Employees Training: Meaning – Need – importance = implications – features – functions- organizational climate for training and development
- UNIT 7 Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.
- UNIT 8 Executive Development Programmes: Meaning – Need –importance – nature – scope – implications

### **BLOCK III: APPRAISALS AND AWARDS**

- UNIT 9 Methods of evaluation of effectiveness of training - development programmes - Key performance parameter
- UNIT 10 Evaluation of Training: Evaluation of training - meaning – nature – significance - types – implications
- UNIT 11 Concept of return on Investment and cost benefit analysis –ROI – IRR – CPA-CBA Linking training needs and objectives of various theories of learning and methods of training

## **BLOCK IV: CURRENT SCENARIO OF TRAINING AND DEVELOPMENT**

UNIT 12 Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers

UNIT 13 Training and Development in India: Government policy on training – budget estimate – allocation - CSR - Conducting the programs – ice breaking and games – relevance of culture of participants

UNIT 14 Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization- – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick's model

### **REFERENCES**

1. Sikula A F, Personnel Administration and Human Resource Development, John Wiley and Sons, New York.
2. Ahmed Abad, Management and Organisational Development, RachanaPrakashan, New Delhi.
3. Memoria C B, Personnel Management, Himalaya Publishing House, Mumbai.
4. Larney M C & William J, Management Training: Cases and Principles, Richad D Irwin, Illinois.
5. RudraBaswaraj, Personnel Administration Practice in India, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.
6. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
7. Human performance consulting, James. S. Pepitone, Guey publishing Company, Houston,2006.

## **41924 - COMPENSATION MANAGEMENT**

- To know the basic concept of compensation management
- To gain knowledge on wage theories

### **BLOCK I: BASICS OF COMPENSATION MANGEMENT**

UNIT 1 Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage -Determination Process and Wage Administration rules; -Pay - Compensation based on macroeconomic - micro economic factors – wage settlement – safety measures

UNIT 2 Introduction to Factors Influencing Wage and Salary -Structure and Principles of Wage and Salaries Administration Wage theories – Evaluation of theories – Components of compensation – implications – problems – prospects

UNIT 3 Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage-Differentials & Elements of a Good Wage Plans Wage Fixation Factors: Job factors – Personnel factors – Company factors

UNIT 4 Trade unionism – Price levels – Competition factors – perfect competition – imperfect competition

### **BLOCL II: PROCESS OF PAY FIXATION**

UNIT 5 Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.

UNIT 6 Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories

UNIT 7 Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing

UNIT 8 Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

### **BLOCK III: KPP AND PERFORMANCE COMPENSATION**

UNIT 9 Performance Linked Compensation: Measuring performance – KPP - implications – problems- prospects Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

UNIT 10 Introduction to Institutional Mechanisms for Wage Determination Performance parameters – service benefit – merit cum reward –citation – token of gift - promotions

UNIT 11 Performance compensation – Structure – measures – Key performance parameters - Control of employee cost – implications - problems.

### **BLOCK IV: CURRENT TRENDS IN WAGE INCENTIVES AND COMPENSATION**

UNIT 12 Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 13 Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers

UNIT 14 Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans- Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

#### **REFERENCES :**

1. Suril G K, Wage, incentives: Theory and Practice.
2. Morris, Principles and Practices of Job Evaluation.
3. Dravid W Belcher, Wage and Salary Administration.
4. Richard Henderson, Compensation Management in a Knowledge Based World.

**P.G.DIPLOMA**  
**IN**  
**HOSPITAL ADMINISTRATION**

**E )INSTRUCTIONAL DESIGN**  
**P.G.D IPLOMA IN HOSPITAL ADMINISTRATION**

| <b>Subj. Code</b>  | <b>Title</b>                           | <b>CIA Max.</b> | <b>ESE Max.</b> | <b>TOT Max.</b> | <b>C</b>  |
|--------------------|--|-----------------|-----------------|-----------------|-----------|
| <b>I Semester</b>  |  |                 |                 |                 |           |
| 41811              | Management principles and practices    | 25              | 75              | 100             | 4         |
| 41812              | Hospital Administration                | 25              | 75              | 100             | 4         |
| 41813              | Managerial Economics                   | 25              | 75              | 100             | 4         |
| 41814              | Business Environment                   | 25              | 75              | 100             | 4         |
| Total              |  | 100             | 300             | 400             | 16        |
| <b>II Semester</b> |  |                 |                 |                 |           |
| 41821              | Health Policy                          | 25              | 75              | 100             | 4         |
| 41822              | Health Care System                     | 25              | 75              | 100             | 4         |
| 41823              | Hospital Support Services              | 25              | 75              | 100             | 4         |
| 41824              | Human Resource Management In Hospitals | 25              | 75              | 100             | 4         |
| Total              |  | 100             | 300             | 400             | 16        |
| <b>Grand Total</b> |  |                 |                 | <b>800</b>      | <b>32</b> |

## 41811- MANAGEMENT PRINCIPLES AND PRACTICES

### Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.

UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.

UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.

UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.

UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.

UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type,



Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

#### **BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

#### *REFERENCES*

9. Stoner, et-al, Management, Prentice Hall, 1989.
10. Koontz and O'Donnell, Management: A Systems Approach, McGraw Hill, 1990
11. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
12. Peter F. Drucker, Management, 2008.
13. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
14. Ricky W. Griffin, Management, South-Western College Publications, 2010
15. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
16. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## **41812 - HOSPITAL ADMINISTRATION**

Objective:

- To help the learners to understand about Hospital Administration
- To know about employee welfare and Human Resource Information System.

### **BLOCK I: BASICS OF HOSPITAL ADMINISTRATION**

UNIT 1: Introduction to Hospital Administration: Definition – Objectives and functions  
Meaning- Importance – Implication – Need–Types- Scope, Features  
Management of change

UNIT 2      Role and structure of Human Resource Function in organizations- Challenges in  
Hospital Administration

UNIT 3      Approaches to Hospital Administration Meaning- Importance – Implication –  
Need–Types- Scope, Features Management of change

UNIT 4      Human Resource Planning: Personnel Policy - Characteristics Meaning-  
Importance – Implication – Need–Types- Scope, Features Management of  
change

### **BLOCK II: HR PLANNING AND DEVELOPMENT**

UNIT 5      HR Planning: Need, Scope and Process – Job analysis – Job description – Job  
specification- Succession Planning.

UNIT 6      Recruitment and Selection Process: Sources of recruitment- internal Vs.  
External; Domestic Vs. Global sources- Selection process

UNIT 7      Placement and Induction – Training and Development: Need Assessment-  
Training methods for Operatives and Supervisors

UNIT 8      Executive development: Need and Programs. Meaning- Importance –  
Implication – Need–Types- Scope, Features Management of change

### **BLOCK III: EMPLOYEE RETENTION AND ATTRITION**

UNIT 9      Employee Compensation and Retention: Wages and Salary Administration –  
Bonus – Incentives – Fringe Benefits –Flexi systems

UNIT 10     Sweat Equity- Job evaluation systems –Promotion – Demotions – Transfers-  
Labour Attrition: Causes and Consequences

UNIT 11 Employee Retention: Need and Programs. Meaning- Importance – Implication – Need–Types- Scope, Features Management of change

**BLOCK IV: HUMAN RESOURCE INFORMATION SYSTEM**

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations

UNIT 13 Trade Unions - Multiplicity of Trade Unions – Workers Participation in Management- Separation: Need and Methods.

UNIT14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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11. Mathis and Jackson, Hospital Administration, South-Western College, 2004.
12. Nkomo, Fottler and McAfee, Hospital Administration, South-Western College, 2007.
13. R. Wayne Mondy, Hospital Administration, Prentice Hall, 2011.
14. Venkataraman & Srivastava, Personnel Management & Human Resources
15. Arun Monappa, Industrial Relations
16. Yodder & Standohar, Personnel Management & Industrial Relations
17. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984
18. Pigors and Myers, Personnel Administration
19. R.S. Dwivedi, Manpower Management
20. Lynton & Pareek, Training and Development

## 41813 - MANAGERIAL ECONOMICS

### Objectives:

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

### **BLOCK I: BASICS OF MANGERIAL ECONOMICS**

UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.

UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –

UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.

UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

### **BLOCK II: DEMAND AND SUPPLY MANGEMENT**

UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox

UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.

UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly

UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

### **BLOCK III: COST AND BREAK FROM POINTS**

UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and

Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.

UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.

UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

#### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.

UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.

UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

#### **REFERENCES**

1. Dominick Salvatore, Managerial Economics in a Global Economy, Oxford University Press, 2011.
2. Ivan Png and Dale Lehman, Managerial Economics, Wiley-Blackwell, 2007.
3. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006), Managerial Economics: Analysis Problems, Cases, 8th Edition, John Wiley & Sons.
4. Atmanand (2008), Managerial Economics, 2nd Edition, Excel Books.
5. Christopher R Thomas & S Charles Maurice (2008), Managerial Economics, 9th edition, McGraw Hill Co.
6. Petersen, H. C., Cris, L W and Jain, S.K. (2008), Managerial Economics, 1st edition Pearson
7. Gupta G S, Managerial Economics, Tata McGraw-Hill.
8. Varshney and Maheswari, Managerial Economics, Sultan Chand and Sons.
9. Mehta P L, Managerial Economics, Sultan Chand and Sons.
10. Joel Dean, Managerial Economics, Prentice-Hall.

## **41814 - BUSINESS ENVIRONMENT**

### Objectives:

- To understand the concepts and constituents of Business environment
- To know the environmental issues in the business context
- To analyze the changes in the global environmental relating to business

### **BLOCK I: BASICS OF BUSINESS ENVIRONMENT**

UNIT 1 Business Environment: Introduction: Concepts – Significance - Dynamic factors of environment – Importance of scanning the environment – Macro and Micro Environment – Micro and Macro Economics to the business – Constituents of Business environment

UNIT 2 Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses.

UNIT 3 Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth - Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions

UNIT 4 Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector - Guidelines to the Industries – Industrial Development strategies; salient features, Role of public and private sectors, Comparative cost dynamics.

### **BLOCK II: ECONOMIC AND INTERNAL ENVIRONMENT**

UNIT 5 Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business Opportunities – capacity utilisation – Regional disparities and evaluation - Global Trade and investment environment.

UNIT 6 Financial System and Business capital: Monetary and Fiscal policies - Financial Market structure – Money and Capital markets – Stock Exchanges and Its regulations – Industrial Finance - Types, Risk - Cost-Role of Banks; Industrial Financial Institutions - Role of Management Institutions

UNIT 7 Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development.

UNIT 8 Labour Environment: Labour Legislation – Labour and social securities – Industrial Relations – Trade Unions – Workers participation in management – Exit Policy – Quality Circles.

### **BLOCK III: SOCIAL AND TECHNOLOGICAL ENVIRONMENT**

UNIT 9 Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business Opportunities

UNIT 10 Technology Environment: Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology. – Time lag in technology – Appropriate technology and Technology adoption- Impact of technology on globalization.

UNIT 11 Legal and Ecological Environment: Legal Environment as the all-enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses – IDRA and Industrial licensing – Public, Private, Joint and Cooperative Sectors.

#### **BLOCK IV: NEW ECONOMIC POLICY AND LEGAL ENVIRONMENT**

UNIT 12 Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint.

UNIT 13 New Economic Policy Environment in India: Liberalization, Privatization and Globalization (LPG): Efficiency Drive through Competition- Facets of Liberalization and impact on business growth

UNIT 14 Aspects of Privatization and impact on business development– Globalization and Enhanced Opportunities and Threats – Extended competition in Input and Output Markets Role of WTO, IMF and World Bank in global economic development.

#### **REFERENCES**

1. Brooks, Weatherston, Wilkinson, International Business Environment, Pearson, 2010.
2. Steiner & Steiner, Business, Government and Society: A Managerial Perspective, McGraw-Hill, 2008.
3. Mohinder Kumar Sharma, Business Environment in India, South Asia Books.
4. Adhikary M, Economic Environment of Business, Sultan Chand & Sons.
5. Amarchand D, Government and Business, TMH.
6. Francis Cherunilam, Business Environment and Development, Himalaya Publishing House, 2008.
7. Maheswari & Gupta, Government, Business and Society.

## 41821 - HEALTH POLICY

Objective:

- To Understand the concept and implications of Health policy
- Implementing Health Policy and it's important to the Society

### **BLOCK I: BASICS OF HEALTH POLICY**

- UNIT 1 Demography Trends: World population trends
- UNIT 2 Indian population trends – Demographic structure and health implications.
- UNIT 3 Health Policy: Meaning – Need – National health policy
- UNIT 4 Features – National health programmes in India – Health planning

### **BLOCK II: HEALTH PLAN AND FEATURES**

- UNIT 5 Planning under Five Year Plans – Plan outlays.
- UNIT 6 Indian Council for child welfare – Tuberculosis Association of India – PAI – Rock feller Foundation – Ford Foundation – CARE
- UNIT 7 International organisations – WHO – UNICEF – UNDP.
- UNIT 8 Health Economics: Role of economics in health sector – Linkages between health and development

### **BLOCK III: MEDICAL ETHICS**

- UNIT 9 Nature of demand and supply in health economics – Input and output in health economics – Issues in economics of health.
- UNIT 10 Medical Establishment-Professional Negligence - Errors and Commission - Insurance policy.
- UNIT 11 Medical Ethics - Doctor Patient Relationship.

### **BLOCK IV: LEGAL REQUIREMENTS OF LICENCES**

- UNIT 12 Preventive steps for Doctors - Hospitals to avoid Litigation- Consent form, Life support, Dying Declaration, Death Certificate, High Risk, Post Modem
- UNIT 13 Illustrative cases of Medical Negligence in India- Surgery, OBST/GYNAEC Medicine, Paediatrics-other Disciplines/Anaesthesia
- UNIT 14 Legal Requirements of Licences - Certificates for a Hospital.



## REFERENCE BOOKS:

- 1 Park K, Text Book on Hygiene and Preventive Medicine, Banarsidas, Bhanoy.
- 2 Francis CM & Mario Ode Souza, Hospital Administration, Jaypee Bros, New Delhi.
- 3 Study material on Hospital Administration-Vol.II, Health Care Systems in India.
- 4 Study Material-Vol.III, Health and Family Welfare Management.
- 5 Medical Negligence & Compensation – By Jagdish Singh – Bharat Law, Jaipur.

## 41822 - HEALTH CARE SYSTEM

### Objectives:

- To give an exposure of Health care system to the students
- To familiarize students with the various components are health care systems

### **BLOCK I: BASICS OF HEALTH CARE SYSTEM**

UNIT 1 Health Care: Concept of health care – Levels

UNIT 2 Health care system in India – Structure of Government Machinery

UNIT 3 Private, Government, Corporate Hospitals.

UNIT 4 Organisations for Health: Voluntary health agencies in India – Indian Red cross Society

### **BLOCK II: PRIMARY HEALTH CARE**

UNIT 5 Primary Health care – Components-Principles of primary health care –A new course of Action for Health-Implications of the primary Health care Approach – Distribution of Primary Health care centres

UNIT 6 Hospitals Vs Primary care : A false Antithesis, the need for hospital Involvement–role and functions of the hospital at the first Referral level, Issues in role of Hospital in primary health care.

UNIT 7 Natural history of disease ,Epidemiological Triad – levels of prevention /Intervention ,Risk approach in Health care – Measurement

UNIT 8 Occupational Health -Definition and scope of occupational health – health problems due to Industrialization.

### **BLOCK III: HOLISTIC APPROACH TO HEALTH**

UNIT 9 Occupational Hazards –Physical Hazards ,chemicalhazards, Biological hazards, Psycho-social Hazards, Prevention and Control Hazards.

UNIT 10 Evolution of Health Care delivery system- brief history of evolution-salient features of various committees – Changing trends in evolution of health Care delivery system

UNIT 11 Holistic Approach to health –Evolution of medicine-Ayurveda,yoga, Naturopathy,Siddha Vaidya system, Unanimesicine,Homeopathy,Traditiona Chinese medicine,Acupuncture, Reiki

#### **BLOCK IV: COST BENEFIT ANALYSIS**

- UNIT 12 Education system, medical and paramedical education ,post-graduate specialization ,primary health care, secondary and tertiary health care ,Logistics of training, Economics of Holistic medicine.
- UNIT 13 Organisational Structure of health care system at district level, functions of District health office
- UNIT 14 Cost-Benefit Analysis: Cost-benefit analysis in health care services.

#### **REFERENCE BOOKS:**

- 1 Hospital Administration by DC Joshi and Mamta Joshi – JAYPEEDIGITAL
- 2 Francis CM & Mario Ode Souza, Hospital Administration, Jaypee Bros, New Delhi.
- 3 Study material on Hospital Administration-Vol.II, Health Care Systems in India.
- 4 Study Material-Vol.III, Health and Family Welfare Management.
- 5 Hospital Administration and Management A Comprehensive Guide : Gupta Joydeep Das by JAYPEEDIGITAL

## 41823 - HOSPITAL SUPPORT SERVICES

### Objective:

- Familiarizing students with various support services available for Health care
- Laboratories and its other allied activities which help the hospital perform better

### BLOCK I: BASICS OF HOSPITAL SUPPORT SERVICES

- UNIT 1** Principles and methods of organizing
- UNIT 2** Clinical and support services for hospitals
- UNIT 3** Role of supportive services/ departments in the hospital management
- UNIT 4** Nursing Care and Ward Management – Meaning

### BLOCK II: LABORATORIES AND RULES

- UNIT 5** Importance – Duties and responsibilities – Documentation and records
- UNIT 6** Emergency Services: Ambulance service – First aid measures.
- UNIT 7** Meaning-Importance - various services relate to Emergency
- UNIT 8** Laboratories for Investigation: Laboratory rules – Conduct – Housekeeping  
General rules of safety

### BLOCK III: LAUNDARY AND LINEN SERVICES

- UNIT 9** Safety in the laboratory – Blood bank management
- UNIT 10** Linen and Laundry: Meaning – Importance – Type of service
- UNIT 11** Laundry arrangements – Washing materials – Washing arrangements

### BLOCK IV: GENERAL KITCHEN EQUIPMENT STORE

- UNIT 12** Dietary Services and Hospital Diets: Important and function
- UNIT 13** Equipment – Store – Day store – Visual arrangements
- UNIT 14** General kitchen – Special diet kitchen – Food distribution

### REFERENCE BOOKS:

1. Llewellyn Davies R, & Macaulay H.M.C, Hospital Planning and Administration, Monograph series, Geneva, W.H.O, Jaypee Brothers.
2. Park K, Text Book on Hygiene and Preventive medicine, Banarsidas Bhanot.
3. Francis CM & Mario C de. Souza, Hospital Administration, 3<sup>rd</sup> ed., Jaypee Brothers, N. Delhi.
4. George, MA, The Hospital Administrator, Jaypee Brothers, N. Delhi, 2003.
5. Hospital Medical International Pvt. Ltd., Hospital Administration, Office Journal of I.H.A
6. Kusum Samant, Hospital Ward Management, Vora Medical Publications, Mumbai.

## **41824 - HUMAN RESOURCE MANAGEMENT IN HOSPITALS**

Objective:

- Human Resource and its implications to Hosp[ital] management
- Organizational culture in Hospital Environment

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT IN HOSPITALS**

UNIT 1 Human Resource Management: Definition – Nature and scope – Objectives  
Functions

UNIT 2 Role of HRM in hospitals - Human Resource Planning: Nature and scope  
Objectives – Need and importance

UNIT 3 Human Resource planning process –Job analysis – Job description – Job  
specification.

UNIT 4 Recruitment and Selection of Employees: Recruitment policy  
Sources, methods

### **BLOCK II: SELECTION AND TRAINING**

UNIT 5 Selection Process: Tests, Interviews, Kinds – Placement – Induction.

UNIT 6 Training of Employees: Training needs – Identification

UNIT 7 Training methods and evaluation of training – Promotions – Policy – Transfers  
Types – Dismissals.

UNIT 8 Wage and Salary Administration: Meaning – Purpose – Developing wage and  
salary structure

### **BLOCK III: ORGANISATIONAL BEHAVIOUR AND ABILITY**

UNIT 9 Job evaluation – Working conditions – Safety – Welfare – Employees' health  
services.

UNIT 10 Organisational Behaviour: Individual Behaviour – Personality – Learning –  
Attitudes – Perception – Motivation

UNIT 11 Ability – The irrelevance to organisational behaviour in hospital management –  
Group Behaviour – Group dynamics

### **BLOCK IV: NATURE OF CHANGE RESISTANCE**

UNIT 12 Group norms – Group cohesiveness – Their relevance to organisational  
behaviour.

UNIT 13 Organisational culture – Meaning, significance – Organisational climate –  
Implications on organisational behaviour – Organisational Change

UNIT 14 Need and nature – Causes of change – Resistance to change – Management of  
change in hospitals.

REFERENCE BOOKS:

1. Goel R.C, HRM in Hospitals, Prentice Hall of India.
2. Venkataraman C.S & Srivastava B.K, Personnel Management and Human Resources, Tata McGraw Hill, 1991.
3. ArunMonappa, Industrial Relations, Tata McGraw Hill, 1987.
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**P.G. DIPLOMA**  
**IN**  
**HUMAN RESOURCE MANAGEMENT**

## E) INSTRUCTIONAL DESIGN

### P.G.D IPLOMA INHUMAN RESOURCE MANAGEMENT

| Course Code        | Title                               | CIA Max. | ESE Max. | TOT Max.   | C         |
|--------------------|-------------------------------------|----------|----------|------------|-----------|
| <b>I Semester</b>  |                                     |          |          |            |           |
| 42111              | Management principles and practices | 25       | 75       | 100        | 4         |
| 42112              | Human Resource Management           | 25       | 75       | 100        | 4         |
| 42113              | Training and Development            | 25       | 75       | 100        | 4         |
| 42114              | Industrial Relations Management     | 25       | 75       | 100        | 4         |
|                    | Total                               | 100      | 300      | 400        | 16        |
| <b>II Semester</b> |                                     |          |          |            |           |
| 42121              | Labour Legislations - I             | 25       | 75       | 100        | 4         |
| 42122              | Labour Legislations - II            | 25       | 75       | 100        | 4         |
| 42123              | Compensation Management             | 25       | 75       | 100        | 4         |
| 42124              | Emotional Competence                | 25       | 75       | 100        | 4         |
|                    | Total                               | 100      | 300      | 400        | 16        |
| <b>Grand Total</b> |                                     |          |          | <b>800</b> | <b>32</b> |



## 42111 - MANAGEMENT PRINCIPLES AND PRACTICES

### Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.

UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.

UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.

UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.

UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.

UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation,

Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

**BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

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17. Stoner, et-al, Management, Prentice Hall, 1989.
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19. **Weihrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
20. Peter F. Drucker, Management, 2008.
21. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
22. Ricky W. Griffin, Management, South-Western College Publications, 2010
23. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
24. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## 42112 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management

UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.

UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.

UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors

UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEES APPRAISALS**

UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry

UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

### **BLOCK IV: APPRAISAL AND TRAIL UNION**

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment

UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management-Separation: Need and Methods.

UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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28. Pigors and Myers, Personnel Administration
29. R.S. Dwivedi, Manpower Management
30. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

## 42113 - TRAINING AND DEVELOPMENT

Objective:

- To know the basic concept of training and development
- To understand the various training method

### **BLOCK I: BASICS OF TRAINING AND DEVELOPMENT**

UNIT 1 Training: Meaning – Definition – Need – Objectives – Difference among education, training and development - Training, Development and Performance consulting – Design of HRD systems – Development of HRD strategies

UNIT 2 Levels of Training: Individual, operational and organizational levels – horizontal , vertical , top , bottom& official training.

UNIT 3 Training Organisation: Need assessment of Training- Organisational structure of training organizations

UNIT 4 Training in manufacturing and service organizations – GST – Tax slap for state and central - Professional tax. Organisational analysis, task analysis and individual analysis – consolidation..

### **BLOCK II: ROLES OF MANAGERS**

UNIT 5 Duties and responsibilities of training managers – Challenges – Selection of trainers: Internal and external.

UNIT 6 Employees Training: Meaning – Need – importance = implications – features – functions- organizational climate for training and development

UNIT 7 Areas of training: Knowledge, skill, attitude – Methods of training: On the job – Off the job.

UNIT 8 Executive Development Programmes: Meaning – Need –importance – nature – scope – implications

### **BLOCK III: APPRAISALS AND AWARDS**

UNIT 9 Methods of evaluation of effectiveness of training - development programmes - Key performance parameter

UNIT 10 Evaluation of Training: Evaluation of training - meaning – nature – significance - types – implications

UNIT 11 Concept of return on Investment and cost benefit analysis –ROI – IRR – CPA-CBA Linking training needs and objectives of various theories of learning and methods of training

## **BLOCK IV: CURRENT SCENARIO OF TRAINING AND DEVELOPMENT**

UNIT 12 Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers

UNIT 13 Training and Development in India: Government policy on training – budget estimate – allocation - CSR - Conducting the programs – ice breaking and games – relevance of culture of participants

UNIT 14 Training Institutes in India – Management Associations – Development programmes in Public and Private Sector organization- – Cost benefit analysis – Role of trainer and line manager in evaluations – Design of Evaluation – Kirkpatrick's model

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7. Ahmed Abad, Management and Organisational Development, RachanaPrakashan, New Delhi.
8. Memoria C B, Personnel Management, Himalaya Publishing House, Mumbai.
9. Larney M C & William J, Management Training: Cases and Principles, Richad D Irwin, Illinois.
10. RudraBaswaraj, Personnel Administration Practice in India, Vaikunta Lal Mehta Inst. of Co-op. Management, Pune.
6. Human Resources Development – Theory and Practice, Tapomoy Deb Ane Books India, 2008.
7. Human performance consulting, James. S. Pepitone, Guey publishing Company, Houston,2006.

## **42114 - INDUSTRIAL RELATIONS MANAGEMENT**

Objective:

- To gain knowledge about the trade unions
- To know the basic concept of industrial relations management

### **BLOCK I: BASICS OF INDUSTRIAL RELATIONS MANAGEMENT**

- UNIT 1 Constitution of India – Salient features – Fundamental rights and directive principles of State policy – Labour movement
- UNIT 2 Concept of labour movement and Union Organization – Trade union movement and various phases of the movement – Trade unions and economic development.
- UNIT 3 Development of Trade Unionism in India – Historical retrospect – Central organization of workers in India – Role of internal trade union
- UNIT 4 Inter and intra union rivalries – Union recognition – International Labour Movement: ICFTU – WFTU – ILO – History

### **BLOCK II: IR MACHINERY AND LABOUR**

- UNIT 5 objective and functions – Convention and recommendations – PCR rights and duties – functions - problems-Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes
- UNIT 6 Concept of Industrial Relations – Social obligations of industry – Role of government employers and the unions in industrial relations
- UNIT 7 Industrial relations machinery – Joint consultation – Works committee – Negotiation: Types of Negotiations – Conciliations
- UNIT 8 Adjudication, voluntary arbitration – Workers participation in industry – Grievance procedure.

### **BLOCK III: COLLECTIVE BARGAINING PROCESS**

- UNIT 9 Process of collective bargaining – Problems and prospects – Bipartisan in agreements – Code of conduct and code of discipline –
- UNIT 10 Wage boards – Reports of wage boards – Management of strikes and lockouts – measures to stop strikes and lock outs Disputes – Impact – Causes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.
- UNIT 11 Employee safety programme – Types of safety organization – functions – implications – features - Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

### **BLOCK IV: WELFARE SAFETY COMMITTEE AND**

- UNIT 12 Safety committee – Ergonomics – Damage control and system, safety –

insurance – grievance redressal.

UNIT 13 Employee communication – House journals – Notice boards suggestion schemes – upward communication, personnel counselling and mental health –

UNIT 14 Educational and social development – modern trends – employee education – NGC .Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications

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6. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publishers, Agra.
7. ArunMonappa, Industrial Relations, Tata McGraw Hill, New Delhi.
8. Michael V P,HRM and Human Relations, Himalaya Book House, Mumbai.
9. *Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010.*
10. *Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws.Tata McGraw Hill. 2012*



## **42121 - LABOUR LEGISLATIONS – I**

Objective:

- To know the basic concept of labour legislations .
- To gain knowledge about the labour act

### **BLOCK I: BASICS OF LABOUR LEGISLATIONS - I**

UNIT 1 Factories Act, 1948: Provision's relating to health, safety, welfare, working hours, leave etc., of workers approval

UNIT 2 Licensing and registration of factories, manager and occupier – Their obligations under the Act, powers of the authorities under the Act, Penalty provisions.

UNIT 3 Workmen's Compensation Act, 1923: Employer's liability for compensation, amount of compensation method of calculating wages – Review

UNIT 4 distribution of compensation – Remedies of employer against stranger – Returns as to compensation – Commission for workmen's compensation.

### **BLOCK II: INDUSTRIAL DISPUTE AND UNFAIR PRACTICES ACT**

UNIT 5 Industrial Dispute Act, 1947: Industrial dispute – Authorities for settlement of industrial disputes – Reference of industrial disputes

UNIT 6 Procedures – Power and duties of authorities, settlement and strikes – Lock-out – Lay-off – Retrenchment – Transfer and closure

UNIT 7 Unfair labour practices – Miscellaneous provision offences by companies, conditions of service to remain unchanged under certain circumstances, etc.

UNIT 8 Shops and Establishments Act, 1947: Definitions – Salient provisions – Powers of the authorities.

### **BLOCK III: EMPLOYEES WELFARE INSURANCE ACT**

UNIT 9 Employee's State Insurance Act, 1948: Registration of Factories and Establishments, the employee's State Insurance Corporation, Standing Committee and Medical Benefit Council, provisions relating to contributions

UNIT 10 Inspectors – Their functions and disputes and claims – Offences and penalties – Miscellaneous provisions.

UNIT 11 Employees Provident Fund and Miscellaneous Provisions Act, 1952: Employees provident fund and other schemes

**BLOCK IV: EXEMPTION RELATING TO THE ACT**

UNIT 12 Determination and recovery of money due from employer, appointment of inspectors and their duties

UNIT 13 Provisions relating to transfer of accounts and liability in case of transfer of establishment exemption under the Act –

UNIT 14 Contract Labour Regulations and Abolition Act, 1970 ,Court's power under the act - employer and employee relationship – Problems – pertaining to the employee – solvation at door steps.

**REFERENCES :**

5. Bare Acts
6. Kapoor N D, Industrial Law
7. Shukla M C, Industrial Law
8. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.

## 42122 - LABOUR LEGISLATIONS - II

Objective:

- To know the basic concept of LL and provisions.
- To gain knowledge on payment of gratuity act on 1972

### **BLOCK I: BASICS OF LABOUR LEGISLATIONS - II**

- UNIT 1      Payment of Bonus Act: Computation of available surplus calculation of direct tax payable surplus calculation of direct tax payable by the employer
- UNIT 2      Eligibility for bonus and payment of bonus – deduction from bonus payable – adjustment of customary of interim bonus payable
- UNIT 3      Adjustment of customary or interim bonus linked with production or productivity – set on and set off allocable surplus
- UNIT 4      Set on and set off allocable surplus set on and set off allocable surplus presumption about accuracy of balance sheet and profit and loss account.

### **BLOCK II: PAYMENT OF GRATUITY AND WAGES ACT**

- UNIT 5      Payment of Gratuity Act, 1972: Payment of Gratuity – exemption – nomination – determination and recovery of the amount of gratuity.
- UNIT 6      Payment of Wages Act, 1936: Objects, provisions relating to responsibility for payment of wages
- UNIT 7      Fixation of wage periods, time of payment, deduction and fines
- UNIT 8      Maintenance of records and registers, inspectors appointment of authorities and adjudication of claims.

### **BLOCK III: MINIMUM WAGE ACT AND FEATURES**

- UNIT 9      Minimum Wages Act, 1948: Objects, fixing of minimum rate or wages – procedure for fixing and receiving minimum wages
- UNIT 10     Appointment of advisory board – payment of minimum wages, maintenance of registers and records contracting out
- UNIT 11     An Act to provide for fixing minimum rates of wages in certain employments. Powers of appropriate government offences and penalties.

### **BLOCK IV: STANDING ORDERS AND LEVEL OUTS**

- UNIT 12     Industrial Employment(Standing Orders) Act, 1946: Provisions regarding certification and operating of standing orders .

UNIT 13 Duration and modification of standing orders – power of certifying officer – interpretation of standing orders.

UNIT 14 Trade Union Act, 1926: Registration of Trade Unions, rights, and liabilities trade unions – procedure – penalties

#### REFERENCE

- 5 Bare Acts
- 6 Kapoor N D, Industrial Laws
- 7 Shukla M C, Industrial Laws
- 8 Tax Mann, Labour Laws, 2008.

## **42123 - COMPENSATION MANAGEMENT**

Objective:

- To know the basic concept of compensation management
- To gain knowledge on wage theories

### **BLOCK I: BASICS OF COMPENSATION MANGEMENT**

UNIT 1 Introduction to Compensation, Rewards, Wage Levels and Wage Structures; Introduction to Wage -Determination Process and Wage Administration rules; -Pay - Compensation based on macroeconomic - micro economic factors – wage settlement – safety measures

UNIT 2 Introduction to Factors Influencing Wage and Salary -Structure and Principles of Wage and Salaries Administration Wage theories – Evaluation of theories – Components of compensation – implications – problems – prospects

UNIT 3 Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage-Differentials & Elements of a Good Wage Plans Wage Fixation Factors: Job factors – Personnel factors – Company factors

UNIT 4 Trade unionism – Price levels – Competition factors – perfect competition – imperfect competition

### **BLOCL II: PROCESS OF PAY FIXATION**

UNIT 5 Pay Fixation Process: Surveying pay and compensation practices – Designing pay structure.

UNIT 6 Incentive Schemes: Monetary and Non-monetary dimensions – Incentive plans – Incentives for direct and indirect categories

UNIT 7 Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration Individual/ group incentives – Fringe benefits/ perquisites – Profit sharing

UNIT 8 Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Employee Stock Option Plan – Non-monetary incentive schemes: Types and relevance.

### **BLOCK III: KPP AND PERFORMANCE COMPENSATION**

UNIT 9 Performance Linked Compensation: Measuring performance – KPP - implications – problems- prospects Introduction to Implementation of Evaluated Job; Introduction

to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

UNIT 10 Introduction to Institutional Mechanisms for Wage Determination Performance parameters – service benefit – merit cum reward –citation – token of gift - promotions

UNIT 11 Performance compensation – Structure – measures – Key performance parameters - Control of employee cost – implications - problems.

**BLOCK IV: CURRENT TRENDS IN WAGE INCENTIVES AND COMPENSATION**

UNIT 12 Legislations regarding Compensations – Key provisions of Payment of Wages Act, Minimum Wages Act and Payment of Bonus Act.

UNIT 13 Current Trends in Compensation: Executive compensation – International compensation – Challenges and scope. Introduction to Planning Compensation for Executives & knowledge Workers

UNIT 14 Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans- Compensation and satisfaction – Compensation and motivation – Compensation for knowledge personnel.

**REFERENCES :**

5. Suril G K, Wage, incentives: Theory and Practice.
6. Morris, Principles and Practices of Job Evaluation.
7. Dravid W Belcher, Wage and Salary Administration.
8. Richard Henderson, Compensation Management in a Knowledge Based World.

## 42124- EMOTIONAL COMPETENCE

Objective:

- To know the basic concept of Emotional Competence.
- To gain knowledge on self marketing adoptability social skills

### **BLOCK I: FUNDAMENTALS OF EMOTIONAL COMPETENCE**

UNIT 1 Emotions: Meaning – Types – Effects – Emotional Intelligence: Meaning – Significance –Working with emotional intelligence

UNIT 2 Emotional Competencies: Meaning – Types: Personal competence – Social competence-intercultural communication- creative and critical thinking

UNIT 3 Self-Marketing: The inner rudder – Source of gut feeling – Power of intuition – Emotional awareness – Recognizing one’s emotions and their effects

UNIT 4 Accurate self-assessment – Knowing one’s inner resources - abilities and limits – Self-Confidence

### **BLOCK II: MUTUAL TRUST AND CONCIOUSNESS**

UNIT 5 Developing strong sense of one’s self-worth and capabilities - Personal Competence: Self-control

UNIT 6 leadership straits-team work- career planning -Keeping disruptive emotions and impulses in check – passive emotions – stress

UNIT 7 Trustworthiness and consciousness – mutual trust – relationship between individual and institutions

UNIT 8 Adaptability – Innovation – Motivation: Achievement drive – Commitment – Initiative Optimism.

### **BLOCK III: LEADERSHIP TYPES AND SOCIAL SKILLS**

UNIT 9 Social Competence: Empathy: Understanding others – Developing others – Service orientation – Leveraging diversity – Political awareness.

UNIT 10 Social Skills: Art of Influence – Communication – Conflict management- Organizational behaviour application of emotion and moods Training and development -Performance evaluation- Job enrichment, job enlargement, job analysis.

UNIT 11 Leadership – meaning - Types – Characteristic – approaches – leaders: Types, scope, controlling techniques - Change catalyst – Building bonds

## **BLOCK IV: MULTIPLE INTELLIGENCE AND EMOTIONS**

UNIT 12 Collaboration and cooperation – Team capabilities- Group Vs. team – objectives of team and group – types – nature – Purpose.

UNIT 13 Managing Emotions: Building emotional competence – -Emotional intelligence- Motivation - Definition -Theories -Work environment - Employee involvement – rewarding employees

UNIT 14 Multiple intelligences- emotional intelligence- managing changes-time management- stress management Guidelines for learning emotion – Competence training – Best practices.

### **REFERENCE BOOKS:**

1. Daniel Goleman, 'Emotional Intelligence', Bantam Books.
2. Daniel Goleman, 'Working with Emotional Intelligence', Bantam Books.



**P.G.DIPLOMA**  
**IN**  
**BUSINESS MANAGEMENT**

**E) INSTRUCTIONAL DESIGN**  
**P.G.D IPLOMA IN BUSINESS MANAGEMENT**

| <b>Course Code</b> | <b>Title</b>                         | <b>CIA Max.</b> | <b>ESE Max.</b> | <b>TOT Max.</b> | <b>C</b>  |
|--------------------|--------------------------------------|-----------------|-----------------|-----------------|-----------|
| <b>I Semester</b>  |                                      |                 |                 |                 |           |
| 40511              | Management principles and practices  | 25              | 75              | 100             | 4         |
| 40512              | Human Resource Management            | 25              | 75              | 100             | 4         |
| 40513              | Managerial Economics                 | 25              | 75              | 100             | 4         |
| 40514              | Production and Operations Management | 25              | 75              | 100             | 4         |
| Total              |                                      | 100             | 300             | 400             | 16        |
| <b>II Semester</b> |                                      |                 |                 |                 |           |
| 40521              | Financial Management                 | 25              | 75              | 100             | 4         |
| 40522              | Marketing Management                 | 25              | 75              | 100             | 4         |
| 40523              | Entrepreneurship                     | 25              | 75              | 100             | 4         |
| 40524              | Management Information System        | 25              | 75              | 100             | 4         |
| Total              |                                      | 100             | 300             | 400             | 16        |
| <b>Grand Total</b> |                                      | <b>200</b>      | <b>600</b>      | <b>800</b>      | <b>32</b> |

## 40511 - MANAGEMENT PRINCIPLES AND PRACTICES

### Objectives:

- To introduce the basic concepts of Management functions and principles
- To learn the scientific decision making and modern trend in the management process
- To understand the contemporary practices and issues in management

### **BLOCK I: BASIC CONCEPTS OF MANAGEMENT**

UNIT 1 Management: Definition – Nature, Scope and Functions – Evolution of Management – Management thought in modern trend – Patterns of the management analysis – Management Vs. Administration - Management and Society: The external Environment, Social Responsibility and Ethics.

UNIT 2 Management Science and Theories : Contributions of FW Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and P.F Drucker - Universality of Management - Relevance of management to different types of organization.

UNIT 3 Planning: Nature and Purpose – Principles and planning premises – Components of planning as Vision, Mission, Objectives, Managing By Objective (MBO) Strategies, Types and Policies -Planning and Decision Making: Planning process.

UNIT 4 Decision making: Meanings and Types – Decision-making Process under Conditions of Certainty and Uncertainty – Rational Decision Making Strategies, Procedures, Methods, Rules, Projects and Budgets.

### **BLOCK II: RECRUITMENT AND SELECTION**

UNIT 5 Organizing: Nature, Importance, Principles, purpose and Scope - Organizing functions of management – Classifications of organization – Principles and theories of organization – Effective Organizing – Organizational Culture and Global Organizing.

UNIT 6 Organizational Structure – Departmentalization – Span of control – Line and staff functions – Formal and Informal Groups in Organizations - Authority and responsibility - Centralization and decentralization – Delegation of authority – Committees – Informal organization.

UNIT 7 Staffing: General Principles of Staffing- Importance, techniques, Staff authority and Empowerment in the organization – Selection and Recruitment - Orientation - Career Development - Career stages – Training – Performance Appraisal.

UNIT 8 Creativity and Innovation – Motivation - Meaning – Importance – Human factors of Motivation – Motivation Theories: Maslow, Herzberg, Mc Gregor (X&Y), Ouchi (Z) ,Vroom, Porter-Lawler, McClelland and Adam – Physiological and psychological aspects of motivation .

### **BLOCK III: FUNCTIONS OF MANAGEMENT**

UNIT 9 Directing : Meaning, Purpose, and Scope in the organization – Leadership: Meaning, Leadership styles, Leadership theories: Trait, Contingency, Situation, Path-Goal, Tactical, Transactional, Transformational and Grid. Leaders: Type, Nature, Significance and Functions, Barriers, Politics and Ethics. Leader Vs. Manager.

UNIT 10 Communications: Meaning – Types – Process – Communication in the decision making – Global Leading - Effective communication in the levels of management. – Uses of Communication to Planning, Organizing, coordinating and controlling.

UNIT 11 Co-ordination: Concept; Meaning, Characteristics, Importance in the organization, Co-ordination process and principles - Techniques of Effective co-ordination in the organization - Understanding and managing the group process.

### **BLOCK IV: BUSINESS ETHICS WITH NEW PERSPECTIVES IN MANAGEMENT**

UNIT 12 Business ethics: Relevance of values in Management; Holistic approach for managers indecision-making; Ethical Management: Role of organizational culture in ethics – Ethics Committee in the organization.

UNIT 13 Controlling: Objectives and Process of control Devices of control – Integrated control – Special control techniques- Contemporary - Perspectives in Device of Controls

UNIT 14 New Perspectives in Management - Strategic alliances – Core competence – Business process reengineering – Total quality management – Six Sigma- Benchmarking- Balanced Score-card.

### **REFERENCES**

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27. **Wehrich and Koontz**, Management: A Global Perspective, McGraw Hill, 1988
28. Peter F. Drucker, Management, 2008.
29. Gene Burton and Manab Thakur, Management Today: Principles and Practice, Tata McGraw Hill.
30. Ricky W. Griffin, Management, South-Western College Publications, 2010
31. Stephen P. Robbins and Mary Coulter, Management, 9th Edition, 2006.
32. Kaplan and Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, HBP, 2000.

## 40512 - HUMAN RESOURCE MANAGEMENT

Objective:

- To understand the concepts and methods and techniques of Human Resource Management
- To know the Human resource management theories and real time practices
- To identify the contemporary issues in human resource management

### **BLOCK I: BASICS OF HUMAN RESOURCE MANAGEMENT**

UNIT 1: Introduction to Human Resource Management: Concept, Definition, Objectives, Nature and Scope of HRM - Functions of HRM – Evolution of human resource management - Role and structure of Human Resource Function in organizations- Challenges in Human Resource Management

UNIT 2 Human Resource Management Approaches: Phases of human resource Management- The importance of the human factor – Competitive challenges of HRM – HRM Models – Roles and responsibilities of HR department.

UNIT 3 Human Resource Planning: Personnel Policy - Characteristics - Role of human resource manager – Human resource policies – Need, Scope and Process – Job analysis – Job description – Job specification- Succession Planning.

UNIT 4 Recruitment and Selection Process: Employment planning and forecasting Sources of recruitment- internal Vs. External; Domestic Vs. Global sources- Selection process Building employee commitment : Promotion from within - Sources, Developing and Using application forms – IT and recruiting on the internet.

### **BLOCK II: RECRUITMENT & SELECTION**

UNIT 5 Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT 6 Training and Development: Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet. - Need Assessment - Training methods for Operatives and Supervisors

UNIT 7 Executive Development: Need and Programs - Computer applications in human resource management – Human resource accounting and audit. On-the - job and off-the-job Development techniques using HR to build a responsive organization

UNIT 8 Employee Compensation : Wages and Salary Administration – Bonus – Incentives – Fringe Benefits –Flexi systems - and Employee Benefits, Health and Social Security Measures,

### **BLOCK III: EMPLOYEES APPRAISALS**

UNIT 9 Employee Retention: Need and Problems of Employees – various retention methods– Implication of job change. The control process – Importance – Methods – Employment retention strategies for production and services industry

UNIT 10 Appraising and Improving Performance: Performance Appraisal Programs, Processes and Methods, Job Evaluation, Managing Compensation, Incentives Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

UNIT 11 Managing careers: Career planning and development - Managing promotions and transfers - Sweat Equity- Job evaluation systems – Promotion – Demotions – Transfers- Labour Attrition: Causes and Consequences

### **BLOCK IV: APPRAISAL AND TRAIL UNION**

UNIT 12 Employee Welfare, Separation: Welfare and safety – Accident prevention – Employee Grievances and their Redressal – Industrial Relations - Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - retirement benefits and other welfare measures to build employee commitment

UNIT 13 Industrial relations and collective bargaining: Trade unions – Collective bargaining - future of trade unionism - Discipline administration - grievances handling - managing dismissals and workers Participation in Management-Separation: Need and Methods.

UNIT 14 Human Resource Information System- Personnel Records/ Reports- e-Record on Employees – Personnel research and personnel audit – Objectives – Scope and importance.

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33. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
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35. Arun Monappa, Industrial Relations
36. Yodder & Standohar, Personnel Management & Industrial Relations
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38. Pigors and Myers, Personnel Administration
39. R.S. Dwivedi, Manpower Management
40. Lynton & Pareek, Training and Development, Vistaar Publications, 1990.

## 40513 - MANAGERIAL ECONOMICS

### Objectives:

- To understand the economic principles and its applications in business
- To develop economics based analytic skills for business
- To make the learners to strong in economical approach

### **BLOCK I: BASICS OF MANGERIAL ECONOMICS**

UNIT 1 Economics: Introduction – Meaning, nature and scope of Managerial Economics – General Foundations of managerial Economics – Economic Approach – Working of Economic system - Circular flow activities - Economics & Business Decisions - Relationship between Economic theory and Managerial Economics.

UNIT 2 Business Decisions: Role of managerial Economics in Decision making – Decision making under Risk and Uncertainty - Concepts of Opportunity cost, - Production possibility curve – Incremental Concepts - Cardinal and Ordinal approaches to consumer Behaviour Time Value of Money –

UNIT 3 Consumer Behaviour: Marginalism – Equilibrium and Equi-marginalism and their role in business decision making. – Equi-Marginal principles – Utility analysis – Total and Marginal Utility – Law of diminishing marginal utility – Marshallian approach and Indifference curve analysis.

UNIT 4 Demand analysis: Meaning, Functions - Determinants of demand-Law of Demand – Demand Estimation and Forecasting - Applications of demand in analysis - Elasticity of Demand: Types, Measures and Role in Business Decisions.

### **BLOCK II: DEMAND AND SUPPLY MANGEMENT**

UNIT 5 Supply Analysis: Determinants of supply- Elasticity of Supply- Measures and Significance - Derivations of market demand – Demand Estimation and Forecasting- Demand and Supply equilibrium – Giffen Paradox

UNIT 6 Production Functions: Managerial uses of production function - Cobb-Douglas and other production functions - Isoquants – Short run and long run production function – Theory of production – Empirical estimations of production functions.

UNIT 7 Forms of Markets: Meaning and Characteristics - Market Equilibrium: Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Pricing Functions: Market Structures - Pricing and output decisions under different competitive conditions: Monopoly Monopolistic completion and Oligopoly

UNIT 8 Strategic Behaviour of the firms and Game Theory - Nash Equilibrium: Implications – Prisoner's Dilemma: Types of strategy – Price and Non price competition – Relation to the firm behaviour.

### **BLOCK III: COST AND BREAK FROM POINTS**

UNIT 9 Cost and Return: Cost function and cost output relationship – Economics and Diseconomies of scale - Cost control and cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Traditional and Modern theory of Cost.

UNIT 10 New Product Penetrative Decision and Skimming the cream Pricing- Government control over pricing - Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk) - Profit maximization – Cost volume profit analysis – Risk and Return Relationship.

UNIT 11 Profit and Investment Analysis: Meaning – Measurement of profit – Theories of Pricing- Profit planning and forecasting- Profit and Wealth maximization – Cost volume profit analysis – Investment analysis and Evaluation: IRR, NPV and APV techniques.

#### **BLOCK IV: MACRO ECONOMICS AND REGULATIONS**

UNIT 12 Macro-economic Factors: Nature, Importance ; Economic Growth and Development - Business cycle – Phases and Business Decision- Inflation - Factors causing Inflation and Deflation - Control measures – Balance of payment Trend and its implications in managerial decision.

UNIT 13 National Income: Introduction Meaning – Theories – Methods of Measurement - Sectoral and Population distributions – Per capita Income: Definition – Calculations – Uses – Limitations – GDP – GNP - Recent developments in Indian Economy.

UNIT 14 Economic Regulations of Business: Introduction – Antitrust theory and Regulations – The structure – Conduct – Performance paradigm – Concentration: Overview – Measuring concentration – Regulation of Externalities.

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## **40514 - PRODUCTION AND OPERATIONS MANAGEMENT**

Objective:

- To know the basic concept and function of Production and Operation Management
- To understand the Production process and planning

### **BLOCK I: BASICS OF PRODUCTION AND OPERATIONS MANGEMENT**

- UNIT 1 Introduction to Production and Operation functions: Functions of Production Management
- UNIT 2 Relationship between production and other functions –Types of Production or Manufacturing systems- Job and Mass production- industrial engineering- Manufacturing engineering- operations research
- UNIT 3 Toyota Production System- principles – Models - CAD and CAM- Automation in Production.- Functions and significance
- UNIT 4 Capacity and Facility Planning: Importance of capacity planning- Capacity measurement – Capacity Requirement Planning (CRP) process for manufacturing and service industry

### **BLOCK II: FACILITY PLANNING AND SELECTION**

- UNIT 5 Facility Planning – Location of facilities – Location flexibility – Facility design process and techniques – Location break even analysis.
- UNIT 6 Production Process Planning: Characteristic of production process systems – steps for production process.
- UNIT 7 Process selection with PLC phases- Process simulation tools- Work Study – Significance – Methods, evolution of normal/ standard time – Job design and rating.
- UNIT 8 Plant Layout: meaning – characters -- Importance and function – Objectives – Work Flow patterns - Plant location techniques-types.

### **BLOCK III: MRP AND LAYOUT DESIGN**

- UNIT 9 Factors for good layout design – REL (Relationship) Chart – Assembly line balancing- Production Planning Control Functions – Planning phase- Action phase- Control phase

- UNIT 10      Mixed model line balancing- Aggregate production planning – Plant design optimization-Forecasting methods.
- UNIT 11      Material requirement planning (MRP) and control: MRP concept and process – Scope and Functions

**BLOCK IV: STATISTICAL QUALITY CONTROL AND MANAGEMENT**

- UNIT 12      Inventory control systems and techniques – JIT and Lean manufacturing- Embedded JIT and MRP - Network techniques.
- UNIT 13      Quality Management: Preventive Vs Breakdown maintenance for Quality – Techniques for measuring quality
- UNIT 14      Statistical Quality Control: Control charts and Acceptance sampling procedures –Total Quality Management- 6 Sigma approach and Zero Defect Manufacturing.

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## 40521 - FINANCIAL MANAGEMENT

### Objectives:

- To help the students to know the basic concepts of financial management
- To understand capital structure, dividend policy and working capital management.
- To learn the various concepts of financial management along with applications

### **BLOCK I: BASICS OF FINANCIAL MANAGEMENT**

UNIT 1 Introduction: Financial management: objectives - Concept, nature, evaluation and significance – Finance Functions: Managerial and operative – Role of Financial management in the organization – Indian Financial system.

UNIT 2 Financial System: Legal and Regulatory frame work – Financial Functions: Meaning and scope – Finance and Tax Management Nexus- Tax Avoidance and Tax evasion- Tax incentive and business decisions.

UNIT 3 Investment Function: Meaning and scope - Time value of Money concepts and applications –Risk return relationship - Dividend function – Risk return trade off – Management planning- Global management environment

UNIT 4 Long-term Capital Resources: Equity and debt sources – Equity share, preference shares – types of preference share - debentures – types - sources of long-term capital.

### **BLOCK II: CAPITAL STRUCTURE**

UNIT 5 Capital Issues: Meaning, Nature, Purpose – Roles and Guidelines of SEBI in capital issues- Bridge finance, loan syndication, Book building – Borrowings from the term lending institutions and International capital market- Tax considerations in financing decision areas.

UNIT 6 Cost of Capital : Concept of cost of capital- Cost of debt, equity, preference share capital, retaining earning - Weighted average cost: EBIT –EPS Analysis- Tax, Capital structure and Value nexus - Computation of overall cost of capital – Tax and cost of capital.

UNIT 7 Capital structure: Determinates - Concept and Types- Optimum capital structure – Theories of capital structure – Net income and net operative income approach – M.M. Approach – Traditional theory – Their assumptions – Significance and limitations – Management leverage operating leverage – Combined leverage.

UNIT 8 Capital budgeting: Meaning, Nature and Types of Capital Investment- Methods of appraisal under certainty conditions: PBP, ARR, IRR and NPV techniques - Basic and International capital budgeting.

### **BLOCK III: SOURCES OF FINANCE**

UNIT 9 Uncertainty and Risk models: Simulation Analysis- Sensitivity analysis- Decision tree analysis- Certainty equivalent and risk-adjusted return measures-

Tax considerations in Investment Decisions Cost of capital and Investment Decisions.

UNIT 10 Working Capital Management: Definitions and Objectives - Concept and types – Determinants – Financing approaches – Conservative approaches - Sources of working capital finance Factors affecting working capital requirements- Working capital financing by commercial banks – Types of assistance

UNIT 11 Inventories and receivables Management under conditions of certainty and uncertainty – Operating cycle – Planning of funds through the management of assets – Various techniques used.

#### **BLOCK IV: WORKINGCAPITAL AND DIVIDEND POLICY**

UNIT 12 Cash and liquidity management: Credit Management and evaluation alternative credit variables Methods and Functions- Tax considerations in Remittances and Purchases.

UNIT 13 Dividend Theories: Valuation under Gordon and Walter theories – Dividend irrelevance under M.M. Theory – Assumptions – Limitations - Implications and contributions of theories in financial decision making process.

UNIT 14 Dividend Policy: Types – Share valuation practices – Factors affecting dividend decision – Tax considerations in dividend decision when tax is levied at the hands of companies and recipients.

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## 40522 - MARKETING MANAGEMENT

### Objectives:

- To help the learners understand markets, consumers and marketing principles.
- To understand the buyer behaviour and influencing factors
- To learn marketing plan, pricing, promotion and distribution in global context

### **BLOCK I: BASICS OF MARKETING MANAGEMENT**

UNIT 1 Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Modern Marketing Concept: Social marketing concept – Approaches to the study of marketing.

UNIT 2 Marketing segmentation: Meaning – Bases for segmentation, benefits – Systems approach - Four Ps of Product and Seven Ps Service marketing mix and Extensions- Targeting and Positioning - meaning and importance.

UNIT 3 Marketing Environment: Internal and External and Demographic factors – Adopting marketing to new liberalized and globalized economy – Digitalization – Customization and E business settings.

UNIT 4 Consumer Behaviour : Meaning and importance – Consumer buying process – Determinants and Theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing-

### **BLOCK II: MARKETING RESEARCH AND PROCESS**

UNIT 5 Marketing Research: Procedure. Meaning – Objectives – Process- Demand Forecasting- Marketing Information System – Strategic marketing plan and organization – Changing marketing practices.

UNIT 6 Product Mix Management: Product planning and development – Meaning and process – Test marketing – Product failures – Product line management: Practices – Implications and Strategies for current market condition.

UNIT 7 Product life cycles: Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line simplification – Planned obsolescence – Branding Policies and Strategies – Packing.

UNIT 8 Price Mix Management: Pricing and pricing policies – Objectives – Procedures – Bases for and Methods of price fixing. Cases for Free Pricing, Administered and Regulated pricing – Pricing and product life cycle

### **BLOCK III: DISTRIBUTION MIX**

UNIT 9 Physical Distribution Mix: Types of physical Distribution - Importance of Physical Distribution- Distribution channel policy – Logistics Decisions – Methods – Strategic alliance for Logistic cost reduction.

UNIT 10 Marketing Channel system: Marketing channel decisions: Choice considerations– Managing Conflict and Cooperation in channels – Middlemen functions- Modern Trends in Retailing- Malls and Online.

UNIT 11 Promotional Mix: Personal selling Vs. impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection – Training – Compensation plans – Evaluation of performance

#### **BLOCK IV: ADVERTISING AND COMPETITOR ANALYSIS**

UNIT 12 Integrated marketing communication Process: Advertising and sales promotion – Online Sales promotional activities – Public relationships – Direct marketing: Meaning, Nature, Growth and Channels.

UNIT 13 Advertising: Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy – Layout – Evaluation of advertising – Advertising budget – Sales promotion – Methods and practices.

UNIT 14 Competitor analyses: Identifying and analyzing the competitors – Types of Competitors – Competitive strategies framing for leaders, challengers, followers and nichers. Customer relationship marketing: Customer data base, Data ware housing and data mining

#### *REFERENCES*

1. Etzel, Walker and Stanton, Fundamentals of Marketing, McGraw Hill, 2004
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## **40523 ENTREPRENEURSHIP**

Objective:

- To stimulate the learners to the concept of entrepreneurship
- To imbibe the knowledge to the students on entrepreneurial culture, training and special programs.

### **BLOCK I: BASICS OF ENTREPRENEURSHIP**

**UNIT 1** Introduction to Entrepreneurship: Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, agencies in entrepreneurship management and future of entrepreneurship

**UNIT 2** The Entrepreneur: Meaning of entrepreneur, the skills required to be an entrepreneur, the entrepreneurial decision process, and role models, mentors and support system.

**UNIT 3** Business Opportunity Identification: Business ideas, methods of generating ideas, and opportunity recognition

**UNIT 4** Preparing a Business Plan: Meaning and significance of a business plan, components of a business plan, and feasibility study

### **BLOCK II: FINANCING AND LAUNCHING OF NEW VENTURE**

**UNIT 5** Financing the New Venture: Importance of new venture financing, types of ownership securities, venture capital, types of debt securities, determining ideal debt-equity mix, and financial institutions and banks

**UNIT 6** Launching the New Venture: Choosing the legal form of new venture, protection of intellectual property, and marketing the new venture

**UNIT 7** Managing Growth in New Venture: Characteristics of high growth new ventures, strategies for growth, and building the new venture capital

**UNIT 8** Business ideas – project identifications and formulations –classifications - Project feasibility study – projects appraisal methods- product designs network analysis – financial analysis.

### **BLOCK III: INSTITUTIONAL DEVELOPMENTS OF ENTREPRENEURS**

**UNIT 9** Financing Entrepreneur – Institutional finance to Entrepreneurs – role of IDBI – IFCI-ICICI-IRCI-SIDBI-LIC-SFC-TIIC-Commercial banks in financial role.

**UNIT 10** Promoting Enterprise –SSI-Role and growth of SSI – Regulation governing SSI- incentives and concessions - sickness and causes and remedial.

**UNIT 11** Institutional developments of Entrepreneurs- role of DIC –SISI –SIDCO– NSIC- NAYE-KVIC-TCDS-ITCOT and Entrepreneurial guidance bureau - Incentives and subsidies to Entrepreneurs problems and prospectus EDP-for developing women and rural Entrepreneurs- Entrepreneurial motivation.

**BLOCK IV: ENTREPRENEURIAL CULTURE**

**UNIT 12** Harvesting Rewards: Exit strategies for entrepreneurs, bankruptcy, and succession and harvesting strategy

**UNIT 13** Programmes for Developing Entrepreneurship : Entrepreneurship development programmes – Seed Capital assistance – Capital subsidy - Backward area development schemes – Sales tax concessions – Energy concessions – Recent trends.

**UNIT 14** Entrepreneurial Culture – Entrepreneurial Society – Intrapreneurship.Meaning- Importance – Implication – Need–Types- Scope, Features Management of change-Special Programmes of assistance to Entrepreneurship

**REFERENCES :**

1. Peter F. Drucker, Innovation are Entrepreneurship.
2. Saravanavel,EntrepreneurshipDevelopment.
3. Gupta and Srinivasan, Entrepreneurship Development.
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5. B.C. Tandon,Environment and Entrepreneurship.  
Srivastava, A Practical Guide to Industrial Entrepreneurs.



## **40524 - MANAGEMENT INFORMATION SYSTEM**

### Objectives:

- To learn the principles of Management Information System for organizations
- To understand the uses , function of application MIS in organization
- To analyze the scope of MIS for business organizations

### **BLOCK I: BASICS OF MANAGEMENT INFORMATION SYSTEM**

UNIT 1 Foundations of Information System: Information system: Meaning, Role – System concepts – Organization as a system – Components of Information system – Various activities of IS and Types of IS

UNIT 2 Information System: Concepts of Information System and Management information systems design and development-Implementation testing and conversion- Evolution and element of MIS

UNIT 3 MIS : Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS development- Computerized MIS- Pre-requisites of an effective MIS- Limitations of MIS.

UNIT 4 MIS and Decision support System (DSS): MIS Vs. data processing – MIS and decision support system – MIS and information resource management – DSS and AI – Overview of AI - DSS models and software.

### **BLOCK II: COMMUNICATION USAGE OF MIS**

UNIT 5 MIS and Operations Research- Executive information and Decision support systems – Artificial intelligence and expert system – Merits and De Merits – Pitfalls in MIS.

UNIT 6 MIS in Indian organizations – Recent developments in information technology - Installation of Management Information & Control System in Indian organization

UNIT 7 Computers and Communication: Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video

UNIT 8 Communication Channels: Advantages disadvantages – Communication networks – Local area networks – Wide area networks – Video conferencing- Relevance to MIS- Usage in Business process.

### **BLOCK III: MIS FUNCTIONS AND FEATURES**

UNIT 9 Functional Information systems: MIS for Research Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics- MIS for Product Development- MIS for Market Development.

UNIT 10 Client/ Server Computing: Communication servers – Digital networks – Electronic data interchange and its applications - Enterprise resource planning systems (ERP Systems) – Inter-organizational information systems – Value added networks – Networking.

UNIT 11 Electronic Commerce and Internet: E-Commerce bases – E-Commerce and Internet – M-Commerce- Electronic Data Inter-change (EDI) - Applications of internet and website management - Types of Social Media - uses of social media in business organization

**BLOCK IV: COMPUTER SYSTEMS AND ETHICAL CHALLENGES OF MIS**

UNIT 12 Computer System and Resources: Computers systems: Types and Types of computer system processing - Secondary storage media and devices – Input and output devices – Hardware standards – Other acquisition issues.

UNIT 13 Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

UNIT 14 Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of Information technology

**REFERENCES**

1. James O'Brien & George Marakas, Management Information Systems, McGraw Hill, 2011.
2. Kenneth Laudon & Jane Laudon, Essentials of MIS, Prentice Hall, 2010.
3. Lisa Miller, MIS Cases: Decision Making with Application Software, Prentice Hall, 2008.
4. David M. Kroenke, Experiencing MIS, Prentice Hall, 2011.
5. Kenneth C. Laudon, MIS: Managing the Digital Firm, Prentice Hall, 2005.
6. Sadogopan S, Management Information Systems, 2001PHI.
7. Murdie and Ross, Management Information Systems, Prentice Hall.
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**ALAGAPPA UNIVERSITY,**



(Accredited with A<sup>+</sup> Grade by NAAC (CGPA: 3.64) in the  
Third Cycle)

**KARAIKUDI**

**Directorate of Distance Education**

**Programme Project Report for  
P.G.Diploma in Sports Management**

First Semester

Title of the Course

40611-Principles of Sports Management

**BLOCK – 1: MANAGEMENT AND PHILOSOPHY**

UNIT – I

Introduction – The meaning of Management – The Functions of Management – Planning

– Organizing – Leading –

Evaluating. UNIT – II

The skills of Management – Technical skill – Human skill – Conceptual skill.

UNIT – III

The Roles of a Manager – Interpersonal roles – Informational Roles – Decisional roles - The Management process in overview – the universal nature of the management process – Management and Administration.

UNIT – IV

Philosophy – Functions of sports philosophy – a philosophy of sports results in the improvement of professional – A philosophy of sports essential to professional education – A philosophy of sports guides the professional – A philosophy of sports provides direction for the professional and individual programs – A philosophy of sports makes society aware that contributes to its values – Profession closer together – Sports and general education – Sports educators.

**BLOCK – 2: PRINCIPLE AND THEORIES OF MANAGEMENT AND PLANNING CONSTRAINTS**

UNIT – V

Principles of management – Division of work – Authority and responsibility – Discipline

– Unity of command – Unity of direction – Subordination of individual interest to general interest – Remuneration – Centralization – Scalar chain – Order – Equity – Stability of tenure – Initiative – Sprit de corps.

## UNIT – VI

Theories of management – Mc Gregor's Theory X and Theory Y – The path-Goal theory of leader effectiveness – The Adaptive-Reactive theory.

## UNIT – VII

Steps in the planning process – Rationality in planning – Planning and Decision making – Problem of organizational goals – Information and planning – Directional planning – Planning and sport organizations – Steps in the planning process.

## UNIT – VIII

Specification of goals – Identification of constraints – Authoritative constraints – Biological constraints – Physical constraints – Generation of Alternatives.

## **BLOCK – 3: SIGNIFICANT OF PLANNING & BASIS OF GOALS**

## UNIT – IX

Establishment of performance criteria – Evaluation of alternatives – Selection of an alternative – The plan document – Rationality in planning – Planning and decision making – Model of the Economic person – Model of an administrative person.

## UNIT – X

The implicit favorite model – Problem of organizational goals – Goals as a Chain of means and ends.

## UNIT – XI

Official and Operative Goals – Genesis of official goals – Operative goals

## **BLOCK – 4: DIRECTIONAL PLANNING AND GOALS AND ORGANISATIONS**

## UNIT – XII

Official goal – Operative goals – Genesis of operative goals – Educational objective –  
Athletic objectives – Goals and

Constraints. UNIT – XIII

Information and planning – Forecasting – Nominal group techniques – The rolling fore cast – Alternative generation – Directional planning – Directional planning and official goals.

#### UNIT – XIV

Planning and sport organizations – Private sector organizations – Public sector organizations – Third sector organizations.

#### **References**

1. Bucher Charles, A. Administration of physical education and Athletes programs (London: The C.V. Mosby company, 1987)
2. Mason James G. and Jimpaul, Modern sports Administration, (Englewood cliffs, New Jersey: Prentice Hall, Inc., 1988)
3. Schular Randall S and Nicholas J. Personal Management. (New York, West publishing company, 1983)

Title of the Course

**40612-Organization and behavior of Sports Management**

**BLOCK – 1: CHARACTERISTICS OF BUREAUCRACY**

UNIT – I

Classical Principles – Specialization – Span of Control – Departmentation - Project Grouping (Programs) – Unity of Command.

UNIT – II

Responsibility and Authority – Bureaucracy – Division of Labor – Hierarchical Authority Structure – A System of Abstract Rules - Impersonality - Technical Competence – Criticisms of Bureaucracy – Bureaucracy in a Democracy.

UNIT – III

Purpose and Process of a Democracy and a Bureaucracy – Bureaucracy in Sports organizations – Organizing : Open System Perspectives – The Lawrence and Lorsch Model – Differentiation and Integration of Physical Education, Athletics and Intramural, from an open System Perspective.

UNIT – IV

Structural Configurations of Physical Education – Differentiation and Integration of Physical Education – Factory and Service Model of Physical Education

**BLOCK – 2: THOMPSON AND PARSON’S MODEL & ROLES**

UNIT – V

The Thompson Model – Environment Stability – Business and Industry – Thompson ‘s Model Applied for Faculty of Physical Education – Institutional System – Managerial System – Technical Core – Parson’s Hierarchical Differentiation of System Activities – Parson’s Perspective – Managerial SubSystem.

UNIT – VI

Ideal Prescription – Technical Core in Service Organizations – Structure of Authority in Service Organizations – Authority and Power Flows in Professional Service Organizations.

#### UNIT – VII

Organization – Constitution – Title – Objectives – Membership – Finance – The Officers

- The Annual General Meeting – Executive Committee – Sub-Committees – Conduct of Meeting
- Alteration of

Constitution. UNIT

#### – VIII

Role of the President – Role of Secretary - Role of Treasurer – Annually Required –

Meetings.

### **BLOCK – 3: DEFINITION OF MEETING AND CLASSIFICATION OF MEETING**

#### UNIT – IX

Notice of Meeting – The Agenda – Conducting a Meeting – General – The Chair

–

Speaking – Voting – Motions –

Amendments. UNIT – X

Procedural Motions – Adjournment – Information - Order – Tips for Good Meetings –

Minutes of Meetings.

#### UNIT – XI

Sample of Record of Meeting – Present – Apologies – Previous Meeting – Business Arising – Business – Solidarity Courses – Date of Next Meeting.

### **BLOCK – 4: REPORT WRITING AND MANAGEMENT PROCESS**

#### UNIT – XII

Report Writing – To Brief a Committee on a Particular Topic – Report of a Team Visit – Problem Solving – Recognizing and Defining The Problem – Seeking Alternative Solutions – Brainstorming.



### UNIT – XIII

Decision-Making – Introduction – Five Decision-Making Methods – Advantages and Disadvantages – Decision by Authority After Group Discussion – Decision by Minority Rule – Decision by Majority Vote – Decisions by Consensus.

### UNIT – XIV

Process Model of Organizational Effectiveness – Goals /model of Organizational Effectiveness – Clarity of Goals – Measurements of Goals Attainment –The System Resource Model of Organizational Effectiveness – The Process Model of Organizational Effectiveness – Sample Questions.

### **References**

1. Vanderzwag Harold J. Sports Management, (New York: Mac Millan Publishing company 1984)
2. Government of India report. HRD annual reports. Department of sports
3. Chelladurai, P. Sport Management Macro Perspectives, (Canada Sports Dynamics 1985)

**Title of the Course**

**40613-Human Resource Management**

**BLOCK – 1: OBJECTIVES OF HUMAN RESOURCE MANAGEMENT**

UNIT – I

Introduction: Management of Men Is A Challenging Job - Importance of Human Resources Management - Social Significance -Professional Significance - Significance For Individual Enterprise-Objective of Human Resource Management - Pre-Requisites For The Achievements Of The Objectives.

UNIT – II

Personnel Function In Organization-Classification of Functions - The General And Specific Functions - Personnel Administration & Industrial Relations Functions - Functions Classified on The Basis of Capacities - Functions According to The Degree of Authority.

UNIT – III

Managerial Functions – Planning – organizing - directing (motivating, actuating or commanding) - Coordinating and controlling – controlling - operative functions – The procurement function - The development function - The compensating function - Integration function - The maintenance function.

UNIT – IV

Classifications of personnel functions: Yoders classification –yoder and nelsons classification - northcotts classification - scott, clothier & spriegels classification - kindalls classification - straus’s and sayles classification.

**BLOCK – 2: PERSONNEL MANAGEMENT**

UNIT – V

Functions of personnel management - organizational planning and development - Staffing and employment - Training and development -compensation, wage and salary administration - Employee services and benefits - Employee records - labour relations - personnel research and personnel audit.

## UNIT – VI

Personnel principles and policies - Aims and objectives of personnel policies - Need for personnel policy - Principles of personnel policies - Types of personnel policies - Essential characteristics/tests of a sound personnel policy - Sources of personnel policies.

## UNIT – VII

Importance of human resource - Manpower planning defined - Need for human resource planning - Process of human resource planning - Responsibility for human resource planning - Manpower plan - Component.

## UNIT –VIII

Job analysis - Purpose and uses of job analysis - Contents of analysis - The steps in job analysis - Techniques of job analysis data.

## **BLOCK – 3: SELECTION PROCEDURES OF HUMAN RESOURCE**

## UNIT –IX

Job design - The two approaches to job design - Uses of job description - Components of contents of job description - Developing job descriptions or guidelines for writing a job description - Limitations of job description - Job specifications.

## UNIT – X

The selection process: Selection procedure - Selection policy - Essential elements of selection procedure - Steps in selection procedure - Placement and induction - Orientation, Induction - objectives of orientation.

## UNIT – XI

Procedure for induction – Employee Training – Meaning for training and development – Difference between training and development – Need for basic purposes of training – Importance of training – The importance of training has been expressed in these words – Responsibility for training – Creation of a Desire for training.

## **BLOCK – 4: PRINCIPLES OF TRAINING MANAGEMENT**

### **UNIT – XII**

Principles or concepts of training – Steps in Training programmes – Discovering or Identifying training needs – Operations analysis – Man analysis- Task description analysis – Determining training needs – Problems as follows – Support Material for training.

### **UNIT – XIII**

Training methods / Techniques – Chart – On-the-Job-Training (OJT) – Merits of On-The- Job-Training – Demerits of On-The-Job-Training – Job Instruction Training – Vestibule Training (or Training-Centre Training) – Merits of the Vestibule Training – Demerits of the training.

### **UNIT – XIV**

Job methods – Limitations of lecture system – Retraining – Management Development – Purpose and objective of management development – Management development concepts – Management development programme – Components – Promotions, Demotions, Transfers and Separation – The objectives of Promotion – Promotion policy – Demotion – Definition – Transfer policy – Separations – Definitions – Dismissal.

### **References**

1. Venkataraman C.S. & Srivastava B.K., Personnel Management and Human Resources, Tata McGraw Hill, 1991
2. Arun Monappa, Industrial relations, Tata McGraw Hill, 1987
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4. Ian Beard Well and Len Holden, Human Resource Management - A contemporary perspectives, Macmillan.
5. John Bernardin, Joyce E. A. Russell, HRM An experimental approach McGraw – Hill International Ed.

**Title of the Course**

**40614-Administration and Maintenance Management**

**BLOCK – 1: DEFINITION, OBJECTIVES OF ADMINISTRATION**

UNIT – I

Wage and salary administration – Nature and Purpose – For employees – To employers – The wage determination process – Factors influencing wage and salary structure and administration – Principles of wage & salary administration.

UNIT – II

Theory of wages – Subsistence theory – Wages fund theory – The surplus value theory of wages – Residual claimant theory – Marginal productivity theory – The bargaining theory of wages – Behavioral theories – wage and salaries and motivators.

UNIT – III

Compensation plan – Wage incentives Definition – Objectives of wage incentive schemes – Merits of wage incentive schemes – Types of wage incentive plans.

UNIT – IV

Short-term plans – Merits of wage incentive plans – Demerits of wage incentive plans – Some important wage incentive plans – Halsey Premium plan – Demerits – Halsey weir premium plan – Rowan premium plan – The 100 per cent premium plan – The bedeaux point plan – Taylor’s differential piece-Rate plan – Merric’s Multiple piece rate system – The Gnatt task and Bonus plan – Emerson efficiency plan – Co-partnership system - Accelerating premium systems.

**BLOCK – 2: SPECIAL FEATURES AND MAINTENANCE OF ADMINISTRATION**

UNIT – V

Long-term wage incentive plans – Profit sharing – Features of Profit-Sharing – Types of Profit Sharing – Objectives of profit-sharing – Forms of profit sharing.

## UNIT – VI

Fringe benefits – definition – Special features of fringe benefits – The objectives of Fringe benefits and services programmes – Job evaluation techniques – Definition of job evaluation – Objectives of job evaluation – Principles of job evaluation programme – Advantages of job evaluation – Limitations of job evaluation.

## UNIT – VII

Basic job evaluation method / system – The ranking system – Job classification or Grading method – Mechanism – The points system – The factor comparison method – Essentials of success of job evaluation programmes.

## UNIT – VIII

Employee Maintenance and Integration – Objectives of employee maintenance – Participants / Variables in Maintenance and Integration – Workers and their organization – Role of the Government – The workers organizations – The Employers organizations – The government.

## **BLOCK – 3: SAFETY EDUCATION FOR ADMINISTRATION**

## UNIT – IX

Aspects of employee – Employer integration – Development of healthy labour-management relations – Maintenance of Industrial peace – Industrial Democracy – Industrial relation programme – Scope of Industrial integration work – Functional requirements of a successful industrial relations programme – Top management support – Sound personnel policies – Adequate practices should be developed by professionals.

## UNIT – X

Employee welfare and safety – Employee safety – Industrial Accident and industrial injury – Nature of Accidents – Causes of Accidents – Unsafe conditions (work-related causes) – Unsafe Acts – Other causes.

## UNIT – XI

Safety education and training – Safety contests – Accident Analysis and Tabulation – Statutory provisions for safety in India – Fencing of Machinery – Work on or Near Machinery in Motion – Employment of Adolescents on Dangerous machines – Striking gear or device for cutting off power – Self-acting machines – Prohibition

of Employment of Women and Children near cotton openers – Precautions in case of fire – Administration of discipline – Discipline – meaning  
– Aim and objectives of discipline – Form and types of discipline – Causes of indiscipline and Misconduct – Principles for maintenance of discipline.

## **BLOCK – 4: PERSONAL MOTIVATION FOR ADMINISTRATION**

### **UNIT – XII**

Employee motivation – Objective of motivation – Classification of motives – Types of motivation – Steps in motivation – Management technique design to increase motivation – Guidelines for motivating employees and the managers – The position in India – The Changing nature of Human needs – Frustration – Aggression – Regression – Rationalization - Depression

### **UNIT – XIII**

Personnel records and reports – Significance of records and reports – Essentials of a good record – Reports – Essentials of a good report – Personnel Audit – Objectives of Personnel audit

– Importance of personnel audit – Need for personnel audit – Scope of personnel audit – The field of personnel audit includes – Methods of analysis – Frequency and types of audit – The audit report.

### **UNIT – XIV**

Personnel research – Meaning and Characteristics – Types of Research – Objectives of personnel research – Coverage of personnel research area – Methods and tools of personnel research – Case studies – Survey research – Statistical studies – Mathematical models – Simulation – Field or action research – Research procedure – Sources of personnel research information – Responsibility for research.

### **References**

1. Udai paeek, T. Venkateswaran Rao, Designing and Managing HR systems, Oxford & IBH Publishing Co, Pvt, Ltd., New Delhi
2. Lallan Prasad, A, M. Banerjee, Management of HR, Sterling publishers Pvt.Ltd.
3. Paul Dickens, Quality and Excellence in HR, Wiley publishers.
4. Derek Biddle & Robin Evenden, Human Aspects of Management, Jaico Publishing House.
5. Sankaraiah. A. Subbarao, M.M. Rao, HRM cases, games and exercises.
6. Barry L. Reece, Rhonda Brandt. Effective Human Relations in organization. Houghton Mifflin company – Boston.

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Title of the Course

**406 21 Scientific approaches of sports performance**

**BLOCK – 1: NEED AND IMPORTANCE OF SPORTS PERFORMANCE**

UNIT – 1

Meaning and need for evaluation, evaluation techniques in Physical fitness variables – Evaluation – Need for evaluation – Health related physical fitness and Medical Examinations – Recommendations for the use of fitness tests in schools – Appeared physical best assessment program – Aerobic endurance – Body composition – Upper body strength / endurance.

UNIT – II

Children's skill related Physical Fitness Measures – Aahper youth fitness Test – Pull up (for boys) – Flexed arm hang (for girls) – Sit-up – Shuttle run – Standing long jump – 50 Yard Dash – 600 Yard run walk.

UNIT – III

Bruininks-Oseretsky test (BOT) of Motor Proficiency – Running speed and Agility – Balance – Bilateral coordination – Strength – Upper-limp coordination – Response speed – Visual motor control – Upper limp speed and Dexterity.

UNIT – IV

Capital Health-related Physical Fitness Test (College) – Distance runs – Skinfolts – Modified sit-ups – Sit and Reach – Queens College step test – Cooper's 12-Minte walking / Running test.

**BLOCK – 2: PERSONALITY DEVELOPMENT**

UNIT – V

Evaluation of ability components – Psychodynamics in sports – Anxiety Management – Description of Anxiety test – Aggression – Reactive Aggression – Instrumental Aggression – Types of Aggression – Aggression as Innate Behavior – Aggression and Frustration – Aggression and sports – Individual difference –



Description of Aggression test.

## UNIT – VI

Personality – The definitive nature of society – The issue of Heredity – Sociability –

Dominance – Extraversion – Self-Concept – Mental Toughness – Emotional stability – The Ego

– The super ego – Dynamics of the personality – Personality as Self-actualization – The concept of Activation – Leadership – Sociological Variables – Group Cohesion – Instrumental attraction.

## UNIT – VII

Mechanical concepts and terms – Energy and Mass – Energy – The center of mass – Newton's laws of Mechanics – The law of Inertia – The law of Acceleration – The law of Reaction.

## UNIT – VIII

Force – Moments – Load and Stress – Newton's – Substance Mechanical Properties – External Loads – Sample Clinical Applications – Stress on Weight – Bearing joints – Spinal load considerations – Other factors – The Characteristics of force – Biomechanical Descriptions – Space.

## **BLOCK – 3: CONCEPT OF BIOMECHANICS**

### UNIT – IX

Statics Equilibrium – Statics – Major principles of statics – Free-body Analysis – Equilibrium – Linear forces – Pressure – Pressure during manipulation – Pressure of Supports – Compression – Tension – Motion Tension – Poisson' Ratio.

### UNIT – X

Concurrent forces – Parallel forces – Lever actions – Mechanical Advantage – First class levers – Second class levers – Third class levers – The levers principle.

### UNIT – XI

Calculating effort – Muscle force – Human potential vs Stability – Wheel and Axle Mechanisms – Pulley systems – Force couples – Coupling – Bending – Bending moment – Multipoint Bending – The Neutral Axis – Torsion.

## **BLOCK – 4: PRINCIPLES OF BIO MECHANICAL PRINCIPLES**

### **UNIT – XII**

Basic principles of biodynamic and joint stability – Structural motion – Range of motion

– Kinematics – Velocity – Linear velocity – Angular velocity – Instantaneous velocity – Kinematic Analysis of Human Motion – Body links – Closed body systems – Segmental parameters – Kinetics – Momentum – Momentum and power – Friction – Damping – Work and power.

### **UNIT – XIII**

Major static and kinetic factors – Influencing mechanical efficiency of Muscular effort – Lever arm length and Mechanical Advantage – Muscle range of movement and the force developed - Muscle speed and velocity – Angle of pull – Composition of forces – Attachment site – The action of synergic and antagonistic muscles – Genetic influences – Biomechanical stress – Joint stability vs mobility – mechanical factors – Anatomic factors – Biomechanical stress and strain – Strain and Deformation – Biomechanical Fatigue and endurance.

### **UNIT – XIV**

Vital capacity – Definition – Equipment of apparatus – Explanation of Spirometter – Test Administration – Review of related literature – Breath holding time – Resting pulse rate – Blood Pressure.

### **References**

1. Grathy Bryant.J., Movement Behaviour and Motor Learning: Lea and Febiger.
2. Grathy Bryant, Psychological and Physical activity: Englewood Cliffs New Jersey, Prentice – Hall, inc

**Title of the Course**

**40622-Management of Sports Performance**

**BLOCK – 1: NEED AND IMPORTANCE OF SPORTS MANAGEMENT**

UNIT – I

Structure and Dynamics, Prognostics and selective diagnostics – Performance development – Education – Talent identification – Social and Cultural function – Political Functions – Economical Function.

UNIT – II

Competition system – Classification and arrangement of Competitions – Main competition – Major competition – Build-up competitions – Organization of Competitions – Competition Rules – Invitations and Communications.

UNIT – III

Competition frequency – Training structure and Dynamics – Model of Sports Training.

UNIT – IV

Physical exercises – Load structure – Movement structure – Comp. Exercise – Special exercise – General exercise.

**BLOCK – 2: TRAINING PROCEDURE IN SPORTS MANAGEMENT**

UNIT – V

Model of sports performance – Structure of the process of performance – Structure of performance capacity – Differentiation of sports performances – Competition performance – Training performances.

UNIT – VI

Relationship of performance with performance capacity and training structure – Structure of the process of performance – Personality – Tactical efficiency – Skill coordinative abilities flexibility – Conditional abilities – Constitution - Development

of personality – Conditioning – Skill Acquisition – Coordinative abilities

#### UNIT – VII

Application of knowledge and sports performance – Prognosis of sports performance – Performance prognosis for Track and field disciplines – Determination of the structure of performance capacity – Determination of demand profiles – Determination of Training Structure.

#### UNIT – VIII

Injury Management – Prevention – Diagnosis – Treatment – Site of injury -  
The site of injury, the percentages represent all sports – Injuries in various sports

### **BLOCK – 3: FIRST AID IN SPORTS MANAGEMENT**

#### UNIT – IX

Immediate care – First aid facilities – Avoidance of injury – Principles of Immediate treatment – Emergency treatment.

#### UNIT – X

Muscle injuries – Diagnosis – Treatment – Stages following a muscle injury – Myositis ossificans – Treatment

#### UNIT – XI

Ligamentous injuries in the knee – Stability of the knee – Soft-tissue Stabilizers – Static stabilizers – Dynamic stabilizers – Central ligaments – The posterior cruciate – Instability – Straight instability – Rotatory instability.

### **BLOCK – 4: PSYCHOLOGICAL FACTORS IN SPORTS MANAGEMENT**

#### UNIT – XII

Ligamentous injuries – Medial instability – Diagnosis – Lateral instability –  
Diagnosis –  
Treatment

#### UNIT – XIII

Psychological factors in sports injuries – Ethics of sports – Obligations of the Sportsman

– Duties of the sports leader – Inter collegiate sports participants – Physical Educationists & Ethics.

#### UNIT – XIV

Psychological preparation – Mental preparation Strategies – Attention focus – Self-Talk –

Relaxation – Imagery – Social influence and sport

performance. References

1. Singer Robert. N., Motor Learning and Human Performance: Newyork, Macmillan publishing Company inc
2. James G. Hay “The Bio-Mechanics of Sports Techniques.

**Title of the Course**

**40623-Methods of Sports Management**

**BLOCK – 1: MEANING, SCOPE, IMPORTANCE OF MANAGEMENT**

UNIT – I

Meaning - Scope and Objectives of sports Management - Meaning – Scope for Financial Management – Anticipation – Allocation of Funds – Appropriation – Investment Decision – Financial Decision – Dividend Decision – Importance of Financial Management/Planning.

UNIT – II

Promotion – Profitability - Growth and Survival – Essentials of a Sound Financial Plan – Simplicity – Planning Foresight – Optimum Use of Funds - Estimates of Financial Needs - Mode of Finance – External Influence – Flexibility – Contingencies Anticipated –Liquidity – Economy.

UNIT – III

Estimating Finance Requirements – Tangible Property – Fixed Assets – Current Assets – Intangible Assets – Sources of Income(Funds) – New Methods of Raising Revenues – General School or College Fund – Gate Receipts – General Organization and Activity Fees – Other Sources of Income – Expenditures – Cost-Cutting Procedures.

UNIT – IV

Funding Agencies – Private Agencies – Public Agencies – Individual – Institution – Non- Agencies – Govt. Agencies – Business Institutions – Non-Business Institutions – Service Institution – Source of Funds – Allotment of Funds.

**BLOCK – 2: BUDGET PREPARATION**

UNIT – V

Budget Preparation in Sports and Games – Budgeting – Purpose of Budgets – Principles of Budgeting – Types of Budgets – Criteria for a good budget.

## UNIT – VI

Expenditure Control Measures – Budgetary Control – Principles of Control - Preparation of Accounts in Sports Club – Revenue Receipt – Capital Receipt – Revenue Payment - Receipts and Payments Account.

## UNIT – VII

Income and Expenditure Account – Outstanding Revenue Receipts – Outstanding Revenue Payment – Balance sheet – Practical Exercise.

## UNIT – VIII

Solution – Liabilities – Assets - Balance sheet - Self Examination – Receipts and Payment.

## **BLOCK – 3: MATERIAL MANAGEMENT**

### UNIT – IX

Material Management – Purchasing – Materials Handling – Receipt of Materials – Issue of Materials – Internal Transport of Materials – Management and control of Inventories – Aims Need and Importance of Materials Management – Need and Importance.

### UNIT – X

Advantages of Materials Management – Ideal System of Materials Management – Classes of Materials – Raw Materials – Purchased Parts – In-Process Materials – Finished Materials – Supplies – Equipment Items.

### UNIT – XI

Principles of Materials Handling – Least Handling is the best Handling – Lengths and number of move to be Minimized – Minimize the Distance – Unit Loads – Standardization of Methods and Equipment – The Design of the Container – Materials Handling Services – Safety of the People – Repairing and Maintenance.

## **BLOCK – 4: MARKETING MANAGEMENT**

### UNIT – XII

Material Management Manual – Management Policy – Importance of Scientific Purchasing - Centralization of Purchasing – Localized Purchasing – Purchasing Policy – Organization of the Purchasing Department.

### UNIT – XIII

Responsibilities of the Purchasing Agent – The Assistant Purchasing Agent – Clerical Staff – Methods of Purchasing – Purchasing by Requirement – Purchase for a Specified – Future Period – Market Purchasing – Advantage – Disadvantage – Speculative Purchasing – Contract Purchasing – Group Purchasing of small Items – Scheduled Purchasing.

### UNIT – XIV

Principles of Skillful Buying – Price – Quantity – Quality – Verification – Principles Behind a Purchasing Drill – A Purchase for Avoiding Irregularity and Fraud – Principles to ensure most Economic Purchases – Principles to Ensure Correct Materials and Correct Payment.

### **References**

1. Bucher Charles A. Administration of Physical Education and Athletic programs (London: The C.V. Mosby Company, 1987)
2. Mason James G and Jumpaul Modern Sports Administration, (Englowood Cliffs, New Jersey: Prentice Hall, Inc., 1988)



## **406 24 Planning and facility of sports management**

### **BLOCK – 1: MEANING, DEFINITION, STORE KEEPING**

#### UNIT – I

Meaning of Storekeeping: Store-Keeping – Definition – Objectives of Storekeeping – Importance of Storekeeping – Raw Materials – Work-in-Progress – Finished Goods – Consumable Stores – Spares – Ready-made – Scrape.

#### UNIT – II

Function of Storekeeping – Receipt of Materials into Storage – Record-Keeping of Materials in Storage – Storage of Materials – Maintaining Stores – Issuing Stores – Coordinating Storekeeping with Materials Control.

#### UNIT – III

Storekeepers Duties – Generally To – Specially To – Organization of the Storekeeping Department – Advantages of Centralized Storing – Disadvantages of Centralized Storing.

#### UNIT – IV

Factors Determining the Location of Storerooms – The Flow of Materials – The Character of the Materials – The Quantity Weight – Methods of Storing.

### **BLOCK – 2: INVENTORY CONTROL**

#### UNIT – V

Moving Materials into and Out of Stock – Coupon System – Double Area System – The Moving -Division System – Gravity-feed System – Essentials in Planning Storage – List and Classify all Goods to be Stored According to – Determine the Space Requirements – Relate the Space Requirements to the Space Available – Determine the Storeroom and Transportation Equipment Needed – Determine the Methods of Stowing.

## UNIT – VI

Allocation of storing space – store record keeping – Raw materials – Supplies – Purchased parts – Semi-processed – Finished inventory – Production of stores – To protect goods from damage by dust – Protection against weather conditions – Protection against deterioration – Protection against theft.

## UNIT – VII

Inventory control – What is inventory control – Objectives of inventory control – Essential steps in inventory control – The maximum – The standard order – The ordering point. UNIT – VIII

Improvisation – Modification and standardization of equipment – Material for various games and sports.

## **BLOCK – 3: RELIABILITY METHOD**

### UNIT – IX

Reliability – Test-retest method – Alternate-from method – Split-halves method – Spearman-Brown Prophecy formula. UNIT – X

Infraclass correlation coefficient – Facility management – Validity – Utility – Accessibility – Isolation – Departmentalization – Safety, Hygiene and Sanitation – Durability and maintenance – Flexibility and expansibility – Economy .

### UNIT – XI

Selected health considerations in facility planning – Site – Building – Lighting – Heating and ventilation

## **BLOCK – 4: PLANNING OUTDOOR FACILITIES**

### UNIT – XII

Plant sanitation – Indoor facilities – Administrative and staff offices – Locker, Shower and drying rooms – Gymnasiums.

### UNIT – XIII

Guidelines in gymnasium planning – The roof – The floor – Lighting – Acoustics

Indoor swimming pools – Outdoor facilities – Play areas –

Game areas

#### UNIT – XIV

Other special facilities – Dance facilities – Special activity and other areas –  
New features in the construction of Physical Education Facilities – Limited shelters  
for Physical Education – Air-Supported structures – Mini gyms and Fitness Corners –  
Tennis courts and other facilities.

#### **References**

1. Schular Randall S and Michnlas, J. Personal Management, (New York: West Publishing Company, 1983)
2. Vanderzwag Harold J. Sports Management (New York: Mac Millan Publishing Company, 1984)

**P.G.DIPLOMA IN YOGA**

| Sl. No.            | Course Code | Title of the Course                                 | CIA Max.   | ESE Max.   | TOT Max.   | Credits   |
|--------------------|-------------|---|------------|------------|------------|-----------|
| <b>I Semester</b>  |             |   |            |            |            |           |
| 1.                 | 42611       | Historical Development of Yoga                      | 25         | 75         | 100        | 4         |
| 2.                 | 42612       | Principles of Yoga Practices                        | 25         | 75         | 100        | 4         |
| 3.                 | 42613       | Scientific approaches of Yoga                       | 25         | 75         | 100        | 4         |
| 4.                 | 42614       | Practical<br>Lab.I: Simple Asanas and Pranayama     | 25         | 75         | 100        | 4         |
|                    |             | <b>Total</b>  | <b>100</b> | <b>300</b> | <b>400</b> | <b>16</b> |
| <b>II Semester</b> |             |   |            |            |            |           |
| 5.                 | 42621       | Methods of Yogic Practices                          | 25         | 75         | 100        | 4         |
| 6.                 | 42622       | Application of Yogic Practices                      | 25         | 75         | 100        | 4         |
| 7.                 | 42623       | Yogic Practices and Social values                   | 25         | 75         | 100        | 4         |
| 8.                 | 42624       | Practical<br>Lab.II: Advanced Asanas and Pranayamas | 25         | 75         | 100        | 4         |
|                    |             | <b>Total</b>  | <b>100</b> | <b>300</b> | <b>400</b> | <b>16</b> |

**e. 2. Detailed Syllabi:**

**FIRST SEMESTER**

| <b>Course Code</b> | <b>Title of the Course</b>            |
|--------------------|---------------------------------------|
| <b>42611</b>       | <b>Historical development of Yoga</b> |

***BLOCK - 1 : HISTORY OF YOGA***

***UNIT – I***

The Origin of Yoga – History of Yoga – Vedic Yoga – Pre-classical yoga – Classical Yoga – Post-classical Yoga – Definitions of Yoga – Meaning of Yoga – Need of Yoga – Scope of Yoga.

***UNIT – II***

Scope in India – Scope in Aboard – Career options as Yoga Trainer & Teacher -

Aims and objectives of Yoga – Misconceptions of Yoga – i. Yoga is a sport – ii. The physical side of yoga is the most important part – iii. Yoga is only for women – iv. Every must practice the same postures – v. Have to be extremely agile to practice yoga - It is good to practice yoga postures out of doors – vi. Incense should be burned when practicing yoga – Yoga is a religion.

***UNIT – III***

Messages from Bhagavat Gita – Glory of Bhagavad Gita – Messages from the Bible – Quotes from the Bible – Messages from Kuran – i. Islam – ii. Belief in God – iii. Belief in the Prophets and Messages of God – iv. The Prophet Mohammed

***UNIT- IV***

The five pillars of Islam – i. Testimony of faith, ii. Prayer, iii. Giving Zakat (Support of the needy) , iv. Fasting during the month of Ramadan, v. Pilgrimage to Makkah one in a lifetime for those who are able – Message from Buddhism – Religion and Spirituality – Panthajali's Yoga Sutra – Samathi Pada – Sadhana Pad – Vibhuti Pada.

***BLOCK 2: TYPES OF YOGA***

***UNIT – V***

Thirumular Thirumandiram – i. Asanas, ii. Breath, iii. Exhalation, iv. Cleansing  
– v. Breathe Control, vi. Master Death, vii. Pratyahara, viii. Dharana, ix. Dhyana, x. Samadhi.

## **UNIT – VI**

Paths of Yoga – Abhava yoga – Agni-yoga – Bhakti yoga – Buddhi yoga – Dhyana yoga – Kaula yoga – Kundalini yoga – Lambika yoga – Laya-yoga – Nada yoga – Pashupata yoga.

## **UNIT – VII**

Karma Yoga – Karma yoga means – Suggests – Benefits of Karma yoga – Nishkama karma yoga.

## **UNIT – VIII**

Bhakti Yoga – There are nine modes of Devotion that the Bhakthi yogi follows

– Nature of real love or bhakthi.

### **BLOCK - 3 : PRINCIPLES OF YOGA**

## **UNIT – IX**

Jnana Yoga – i. Viveka, ii. Variagya, iii. Shat-Sampat-(six – virtues), iv. Mumukshutva – Principle of Jnana yoga.

## **UNIT – X**

Raja Yoga – Meaning- Carefree kings – Patanjali’s Astanga yoga system – Royal yoga – Stage of Samathi.

## **UNIT – XI**

Hatha Yoga – Classical hatha yoga – Definition – Prana and apana – Sushumna nadi – Pingala nadi

### **BLOCK - 4 : METHODS OF YOGA**

## **UNIT – XII**

Patanjalis Eight Limbs of Yoga – Yama – Ahimsa or non-violence – Satya or truthfulness – Asteya or non-stealing –Bramacharya or non-lust – Aparigraha or non- possessiveness.

## **UNIT – XIII**

Niyama – Saucha or cleanliness – Santosha or contentment – Tapas or austerity

– Svadhyaya or study of the sacred text and of one’s self – Isvarapranidhana or living with an awareness of the Divine

## **UNIT – XIV**

Asana – Pranayama – Pratyahara – Types of Pratyahara – Dharna – Dhyana - Samadhi

## **References**

1. George Reuerstein : the Yoga Tradition (It History, Literature, Philosophy and Practice)

2. Swamy Satyanada Saraswathi: Asana, Pranayama, Mudra, Bandha (India: Yoga publications Trust, Munger, Bihar)
3. Swami Sivananda practice of Karma Yoga (The Divine Life Society, Shivananda nagar, p.o., U.P. Himalayas. India)
4. Dr.Nagendra HR.The art and sciences of Pranayama (Vivekananda Kendra Yoge Prakashana, Banga.



| Course Code | Title of the Course          |
|-------------|------------------------------|
| 42612       | Principles of Yoga Practices |

### ***BLOCK - 1 : APPLICATION OF YOGA***

#### ***UNIT – I***

Basic Principles of yoga – Proper Relaxation – Proper Exercise – Proper Breathing – Proper Diet – Positive Thinking and Meditation.

#### ***UNIT – II***

Definitions of Physical Education – Application of in Physical Education – Yoga – Physical Education – Application of Various Systems of Yoga – Application of Karma Yoga – Application of Bhakhi Yoga – Application of Jnana Yoga – Application of Hatha Yoga – Application of Mantra Yoga – Application of Yantra Yoga – Application of Laya and Kundalini Yoga – Application of Tantra Yoga – Application of Raja Yoga/Ashtanga Yoga – Application of Yama – Application of Niyama – Application of Asana – Application of Pranayama – Application of Pratyahara – Application of Dharana – Application of Dhyana – Application of Samadhi.

#### ***UNIT – III***

Importance of Yoga in Physical Education – Astanga Yoga and Importance – Importance of Yama – Importance of Niyama – Importance of Asana – Importance of Pranayama - Importance of Pratyahara – Importance of Dharana – Importance of Dhyana – Importance of Samadhi.

#### ***UNIT – IV***

Importance of Yoga in Various Sports – Importance of Yoga for Athletes-Running – Importance of Yoga for Athletes-Jumping – Importance of Yoga for Athletes-Throwing – Importance of yoga for Archery – Importance of yoga for Boxing – Importance of yoga for Wrestling – Importance of yoga for Gymnastics – Importance of yoga for weight lifting – Importance of Yoga for Football – Importance of Yoga for Hockey – Importance yoga for Tennis.

### ***BLOCK - 2 : GENERAL METHODS OF YOGA***

#### ***UNIT-V***

General Importance of yoga in Physical Education & Sports – Physical Benefits of yoga – Physiological benefits of yoga – Biochemical benefits of Yoga – Psychological benefits of Yoga – Other benefits of Yoga.

#### ***UNIT – VI***

Differences between Yogasanas and Physical Exercises – Locomotors system – Nervous system – Circulation – Heart – Lungs – Gastro-Intestinal Track – Renal – Endocrine.

## **UNIT – VII**

Methods of Teaching Yogic Techniques – Introduction – Demonstration – Practicing the Asana/Practice – Relaxation and Closing

## **UNIT – VIII**

Preparatory movements – Breathing practice – Hands in and out breathing – Hands-stretch breathing – Ankle-stretch breathing – Stretching Practices (Loosening Exercise) – Mukha Dhouti (Cleaning Through a single Blast Breath) – Front and back bending of Waist – Side bending and Twisting of Waist – Twist with bending – Physical Activity – Adherence to Exercise – Systems of Physical Exercise.

### **BLOCK - 3 : TYPES OF ASANAS AND PRANAYAMA**

## **UNIT – IX**

The Surya Namaskar – The solar Tradition – Salute to the sun – Effects of Surya Namaskar – Respiratory system – Circulatory system – Digestive system – Skin – Nervous system – The Endocrine system – Pituitary gland – Pineal Gland – Pancreas.

## **UNIT – X**

Asanas – Introduction – Objectives of Asanas – Common Asanas – Classification of Asanas – Classification on the basis of Starting Position – Standing Asanas – Sitting Asanas – Prone Asanas – Supine Asanas – Meditation Asanas – Relaxation Asanas – Cultural Asanas – Backward bending Asanas – Forward bending Asanas – Spinal Twisting Asanas – Inverted Asanas – Balancing Asanas.

## **UNIT – XI**

Pranayama – Prana and lifestyle – Breathe, health and Pranayama – Breathing and life span – Pranayama and the spiritual aspirant – Types of Pranayama – Sensitizing Pranayama – Tranquilizing Pranayama – Vitalizing Pranayama

### **BLOCK - 4 : METHODS OF MEDITATION**

## **UNIT – XII**

Balancing Pranayama – Mudras – Mudras and Prana – Scientific benefits of Mudras – Hasta (Hand mudras) – Mana (Head mudra) – Kaya (postural mudra) – Bandha (Lock mudra) – Adhara (perineal mudra) – Bandhas – Concept of lock – Mechanics of Bandhas – Moola bandha (perineal contraction) – Uddiyana bandha (abdominal contraction) – Jalandhara bandha (throat compression) – Physical effects of bandhas

## **UNIT – XIII**

Kriyas – Introduction – Kapalabhati – Trataka – Neti – Jal neti – Sutra neti – Dhouti – Vamana dhouti – Nauli – Basti.

## **UNIT – XIV**

Meditation – Methods of meditation – Concept of Meditation – Specific technique – Muscle relaxation – Logic relaxation – Self-induced state – Self-focus skill – Benefits of meditation – SriAurobindo meditation – Centres of Concentration – Vethathri Maharishi meditation – Vallalar meditation – Vipasana meditation – Tamil siddha meditation – Transcendental meditation.

### ***References***

1. Dr.K.Chandrasekaran, :Sound Health Through Yoga”(Prem Kalyan Publications, Sedapatti, Madurai 1999).
2. Iyengar B.K.S (1989) Light on yoga, London: Unwin paper backs.
3. Thirumoolar (2006) Thirumanthiram, Madras: Sri Ramakrishna Math.
4. Satynanda Saraswati Swami (2007) Meditations from the tantras, Munger: Yoga publications Trust.
5. Sivananda yoga centre (2003), The Sivananda Companion to meditation, New York: Simen & Schuster.

|                    |                                      |
|--------------------|--------------------------------------|
| <b>Course Code</b> | <b>Title of the Course</b>           |
| <b>42613</b>       | <b>Scientific approaches of Yoga</b> |

## **Scientific Approaches of Yoga**

### ***BLOCK - 1 : PHYSIOLOGICAL CHANGES OF YOGA***

#### ***UNIT – I***

Cell – Tissues – Epithelial tissue – squamous epithelial tissue, Columnar epithelial tissue, Cuboidal epithelial tissue – Connective tissue – cartilage, bones, tendons, ligaments – Muscular tissue – Skeletal muscle, Smooth muscle – Nervous tissue – neuron, glial cells – Adipose tissue – White adipose tissue, Red adipose tissue

#### ***UNIT – II***

Various organs – Lungs – Kidney – Muscles – Diaphragm – Muscles of abdomen – Muscles of back – Muscles of pelvis – Muscles of gluteal region – Muscles of thigh – Muscles of leg – Bones – Joints.

#### ***UNIT – III***

Skin – Effect of yoga on digestive system – Effect of yogasanas on Nervous system – Effect of Yogasanas on endocrine system – Effect yogasanas on renal system

– Effect of Yogasanas on sensory system.

#### ***UNIT – IV***

Chest cage – Regulation of breathing – Expiration – Types of breathing – Effect on respiratory system – Effect on Circulatory system – heart, dorsal aorta, arteries, veins, their functions, ECG.

### ***BLOCK – 2 : PHYSIOLOGICAL BENEFITS***

#### ***UNIT – V***

Bandhas – Mudras – Physiological benefits of Mula Bandha – Physiological benefits of maha bandha – Physiological benefits of Viparitarani mudra – Physiological benefits of Khechari mudras – Physiological benefits of maha mudra – Physiological benefits of Maha Vedha – Physiological benefits of Yoni Mudra – Introduction to Shatkarma or Shatkriyas.

#### ***UNIT – VI***

The six shatkriyas are as follows – Jala neti (nasal cleansing with water) – Contra-indications Benefits – Sutra neti (nasal cleansing with thread) – Shankhprakashana (Intestinal cleansing).

## **UNIT – VII**

Agnisara kriya – Kunjal kriya or Vaman Dhauti (regurgitate cleansing) – Vyaghra kriya (tiger practice) – Gaja Karma kriya (elephant action) –

## **UNIT – VIII**

Vastra Dhauti – Vatsara Dhauti (cleansing the intestines with air) – Nauli (abdominal massaging) – Madhyama nauli (central abdominal contraction) – Vama nauli (left isolation) – Dakshina nauli (right isolation) – Abdominal rotation or churning

### **BLOCK - 3 YOGIC PRACTICES**

## **UNIT – IX**

Basti (yogic enema) – Jala basti (yogic enema with water) – Sthal basti (dry yogic enema) – Moola Shodhana (anal cleansing) – Vyutkrama Kapalbhathi (sinus cleansing) – Sheetkrama Kapalbhathi (mucus cleansing) – Trataka (concentrated gazing)

## **UNIT – X**

Meditation – Meditation postures – Transcendental meditation – Antar Mauna – Nadis – Sushumna nadi – Sushumna nadi

## **UNIT – XI**

Padmas or Chakras Sukshma prana – Muladhara Chakra – Svadhistana chakra – Manipura chakra – Anahata chakra – Visuddha chakra – Ajna chakra – Sahasrara chakra

### **BLOCK – 4 : SCIENTIFIC APPROACHES**

## **UNIT – XII**

Kundalini shakti – Kinetic energy – Kundalini yoga – Mysterious kundalini – Psycho-neuro-immunology.

## **UNIT – XIII**

PSYCHO-Pysiological benefits - Physiological changes during the practice of Meditation – Balances the body

## **UNIT – XIV**

Bio chemical changes – Hematologic changes – Neurological changes – Pranayama and Brain Functions.

## **References**

1. Dr.Krishna Raman: A matter of health (integration of yoga and western medicine for prevention and cure) (Chennai east west books (Madras) Pvt.Ltd.,1998)
2. Sri. Ananda: The complete book of yoga harmony of body and mind ( o

rient paper backs: vision book Pvt.Ltd.,1892)

3. Dr.Nagendra HR. The art and science of Pranayama (Vivekanda Kenda Yoga Prakashana Bangalore)
4. Swami Sivananda: Kundalini Yoga (Thye divine life society P.O Shivananda bagar., U.P.Himalayas, India)
5. DR.HR.Nagendra : Yoga Research & applications (Vivekananda kendar yoga prakashana, Bangalore)
6. Evelyne & Peace (1997) Anatomy and Physiology for Nurses, New Delhi: Jaypee Brothers.

| Course Code | Title of the Course                            |
|-------------|--|
| 42614       | Practical-I Lab.I: Simple Asanas and Pranayama |

**Practical – I  
Simple Asanas and  
Pranayama**

**Meditative**

**Asanas**

**Sitting**

**Types:**

1. Ardha Padmasana or Veerasana
2. Swasthikkasana
3. Vajrasana
4. Bhadrasana
5. Gomukasana – I

**Relaxative Asanas:**

1. Makarasana
2. Savasana Stage – I
3. Savasana Stage – II
4. Savasana Stage – III Pranddharana
5. Savasana Stage – IV (Oceanic feeling )

**Cultural Asanas**

**Standing Types:**

1. Trikonasana
2. Parivrutha Trikonasana
3. Parsva Konasana
4. Tadasana
5. Chakrasana (Side bending)
6. Padahas tasana
7. Ardha Chakrasana
8. Utkattasana
9. Vrikshasana

**Sitting Postures:**

1. Vakrasana
2. Ardha Ustrasana
3. Mandukasana
4. Suptha Vajrasana
5. Sasangasana
6. Ardha Sirsasana
7. Sirsasana
8. Tolasana
9. Hamsasana

10. Bakkasana

10. Parvatasana

11. Bandha Konasana

12. Dandasana

13. Sithila Dandasana

14. Paschimottasana

## **Cultural**

### **Asanas:**

#### **Supine type:**

1. Ardha Pavanamuktanasana
2. Pavana Mukttanasana
3. Navasana
4. Tolan gulasana
5. Viparitha karani
6. Matsyasana (simple)
7. Uttana Padasana

#### **Prone Type Postures:**

1. Bhujangasana
2. Ardha salabhasana
3. Dhanurasana
4. Naukasana
5. Salabhasana

#### **Preparatory for Pranayama**

1. Kapalabhati
2. Sectional Breathing
  - i. Abdominal Breathing
  - ii. Thoracic
  - iii. Clavicular
  - iv. Full yogic Breathing

#### **Pranayamas:**

1. Suha Pranayama (Anuloma Viloma)
2. Surya Anuloma Viloma pranayama (Ratio 1:0:2)



3. Candra Anuloma viloma pranayama (1:0:2)
4. Surya Bhedhana (1:0:2)
5. Nadi shodhana (1:0:2)
6. Sitali pranayama
7. Sitkari pranayama
8. Bhramari pranayama

Make the students practical course like full course, short course and easy course (like one hour, 45 minutes and 30 minutes) routines of yoga practices according to kaivalyadhama tradition or other effective tradition – therapeutic routines for different psychosomatic disorders suggested by research findings.

### References

1. Swami Kuvalayananda and Dr.S.L.Vinekar YOGIC Therapy. Its basic principles and methods, ministry of health, govt. of India New Delhi. 1963.
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10. Dr.H.R.Nagendra: pranayama the art and science pub Vivekananda Kendra yoga prakashana, Bangalore, India 2000.

| Course Code | Title of the Course        |
|-------------|----------------------------|
| 42621       | Methods of Yogic Practices |

### Methods of Yogic practices

#### ***BLOCK - 1 : SURYANAMASKAR***

##### ***UNIT – I***

Sitting and Standing Suryanamaskar – Hastapaadasana – Ashtanga Namaskara

– Dandasana – Bhujangasana.

##### ***UNIT – II***

Benefits of Suryanamaskar – Who should NOT do Surya Namaskar – Remember - Benefits and Limitations.

##### ***UNIT – III***

TADASANA – Yoga pose – Ardhakaticharasana – Padahastasana – Ardha chakrasana:(Half-Weel Posture) - Ardha chakrasana – Benefits – Caution – Benefits.

##### ***UNIT – IV***

Utkatasana – Method of Utkatasana – Ekapadasana – Technique – Benefits - Contraindications.

#### ***BLOCK - 2 : MEDITATIVE POSE ASANAS***

##### ***UNIT – V***

Parivritta Trikonasana – Parsvottanasana – Technique – Arms – Legs – Variation – Benefits – Tips & Warnings.

##### ***UNIT – VI***

NATARAJASANA – Lord of The Dance Pose – Parivritta Parsvakonasana – Instructions – Position – Contra-indications – Benefits.

##### ***UNIT – VII***

Sittings Asanas: Padmasana – Benefits – Caution – Paschimothanasana-The Posterior stretch – Method of Practice – Caution – Benefits.

##### ***UNIT – VIII***

VAJRASANA – Technique – Caution – Benefits – Ushtrasana – Sequence – Benefits – Ushtrasana Camel Yoga - Ushtrasana Camel Yoga Prosture – Technique.

### ***Block - 3 : SITTING ASANAS***

#### ***UNIT – IX***

Gomukhasana-The Cow-Face pose–Method of Practice – Ardhamatsyendrasana – Technique(First Movement) – Technique(Second Movement)  
– Benefits.

#### ***UNIT – X***

Makarasana – Technique – Makarasana-The Crocodile Pose – Sequence – Bhujangasana: Cobra Pose – Method of Practice – Benefits.

#### ***UNIT – XI***

Salabasana: Salabha asana(The Locust Posture) – Dhanurasana-The Bow Pose – Method of Practice – Caution – Benefits.

### ***BLOCK - 4 : SUPINE POSITION ASANAS***

#### ***UNIT – XII***

Supine Position Asanas: NAVASANA – Benefits – Healing Effects – Matsyasana.

#### ***UNIT – XIII***

The Halasana Plough Pose – Caution – Limitations – Benefits – Sarvangasana –The All-Parts Pose – Method of Practice – Caution - Benefits.

#### ***UNIT – XIV***

Chakrasana –The Wheel Pose(Supine) – Benefits – Shavasana(The Corpse pose) – Cautions.

#### **References:**

1. Dr.Krishna Raman: A matter of health (integration of yoga and western medicine for prevention and cure) (Chennai east west books (Madras) Pvt.Ltd.,1998)
2. Sri. Ananda: The complete book of yoga harmony of body and mind (orient paper backs: vision book Pvt.Ltd.,1892)
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5. DR.HR.Nagendra : Yoga Research & applications (Vivekananda kendar yoga prakashana, Bangalore)
6. Dr.J.P.N.Mishra: Yoga for common ailments (B.Jinpublishers, Pvt. Ltd New Delhi.

| Course Code | Title of the Course            |
|-------------|--------------------------------|
| 42622       | Application of Yogic Practices |

### ***BLOCK - 1 : YOGIC CONCEPTS***

#### ***UNIT – I***

Yogic concept of Human Body – Annamaya Kosha (Physical body) – Pranamaya kosha (Pranic body) – Manomaya kosha (mind body) – Vijnanamaya kosha (Intellect body) – Anandamaya kosha (Bliss body)

#### ***UNIT – II***

Role of yogic practices on Arthritis – Get moving to feel better – Easing the pain of Arthritis with simple yoga practices – Role of yogic practices on back pain – Intermittent lower back pain – Mild lower back pain – Severe lower back pain – Yoga as an effective treatment for back pain – Yoga is the natural cure for back pain.

#### ***UNIT – III***

Featured posture – Ushtrasana-Camel pose – Role of yogic practices on menstrual disorder – Amenorrhoea – Dysmenorrhoea – Abnormal Uterine Bleeding – Premenstrual Syndrome.

#### ***UNIT – IV***

Yoga poses Recommended During the Menstrual Period – Trikonasana – Ardha Chandrasana – Pranayama – Inversions during menstrual period.

### ***BLOCK - 2 : MECHANISM OF YOGA***

#### ***UNIT – V***

Impact of yogic Practice on Diabetes – Asanas – Pranayama – Meditation – Yoga Nidra – Cleansing Processes.

#### ***UNIT – VI***

Yogic treatment for diabetes – Impact of yogic practice on Hypertension – Observed effects of yoga on blood pressure- Probable mechanism.

#### ***UNIT – VII***

Impact of yogic practice on Coronary Heart Disease – Improving cardiovascular health – Scientific evidence – Control of heart disease risk factors – Regression of coronary artery disease – Other benefits of yoga.

#### ***UNIT – VIII***

Yoga & treating obesity – The three Gunas – A proper Diet – Changing your Diet – Fasting – Organic Diet – Yogic Diet.

## ***Block - 3 : YOGIC FOOD***

### ***UNIT – IX***

Yoga and Ahimsa – Non violent yogic –Foods to Eat – Foods to Avoid – Diet and yoga - Ideology and technology.

### ***UNIT – X***

Physically – Mentally – Anna yoga – Yoga practitioner – Spirit with the yoga diet

### ***UNIT – XI***

Some yoga poses for anxiety – Single leg raise – Double leg raise yoga pose – Cobra pose – Child pose – Sage Twist – Some Pranayamas for Anxiety – Ujjayi (Victorious breath) – Alternate-Nostril breathing – Yoga for Anxiety and Stress Relief

## ***BLOCK - 4 : MEDITATION***

### ***UNIT***

### ***– XII***

Breathing meditation with Om – Breathing meditation – Yoga for Depression – Yoga and meditation practices for depression, anxiety and stress.

### ***UNIT – XIII***

Mindfulness meditation – Using relaxation techniques to keep a Phobia under Control – Visualization – Progressive muscle relaxation – Autogenic relaxation – Methods of relaxation – Application of yogic techniques on fatigue – Pranayam – Yogic Massage – Yoga Cures – Yoga for chronic fatigue Syndrome – What are the management techniques available? – Karnapidasana.

### ***UNIT – XIV***

Yoga and mental health – Reduction of tension – Restoration of Pliability – Personal values – Acceptance of faith in life – Social values – Yoga for Neurosis – Yoga for Insomnia – Stages of mind – Mind power-Inner Psychology to Success – Consciousness – Subconscious.

## **References**

1. Practical guide to applied spirituality (Brahma Kumaris, MountAbu, Rajasthan)
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3. Vicente Heo Chin, Jr.Notes of self Transformation, (Philippine Thesosphical Institute, Philippines)
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| Course Code | Title of the Course               |
|-------------|-----------------------------------|
| 42623       | Yogic Practices and Social values |

### **BLOCK – 1: ASANAS**

#### **UNIT – I**

Karna Pidasana – Ardha Baddha Padma Paschimottanasana – Marichyasana – Prasarita Padottanasana – Sethu Bandha Sarv Agasana.

#### **UNIT – II**

Paryankasana – Poorna Ustrasana – Eka Pada Chakrasana – Vatayanasana – Garudasana.

#### **UNIT – III**

Bharatvajasana – Parivrtta Janu Sirsasana – Padma Mayurasana – Utthitha Padmasana – Bakasana – Urdhva Mukha Paschimottanasana.

#### **UNIT – IV**

Kapalbhati – Sadanta Pranayama – Surya Bhedana Pranayama –

Chandrabhedana Pranayama – Nadi Shudhi Pranayama

### **BLOCK - 2 : BREATHING TECHNIQUES**

#### **UNIT – V**

Sectional Breathing – Ujjayi Pranayama – Bhramari Pranayama – Benefits – Awareness – Sequence – Precautions.

#### **UNIT – VI**

Kriyas – Kapalabhati – Trataka – Neti – Sutra Neti – Dhouti – Nauli – Basti – Benefits – Yogic enema.

#### **UNIT – VII**

Chinmaya Mudra – Adhi Mudra – Brahma Mutra – Maha Mudra – Yoga Mudra – Mooladhara.

#### **UNIT – VIII**

Bandhas – Jalandhara Bandha – Inhale deeply - Uddiyana Bandha – Mula Bandha – Meanings.

### ***BLOCK - 3 : MEDITATION TECHNIQUES***

#### ***UNIT – IX***

Meditation – Mantra meditation – Raja yoga meditation – Chakra meditation  
– Transcendental meditation – Transcendental meditation technique.

#### ***UNIT – X***

Yoga Meditation – Introspection – Parts of lesson plan – Lesson plan.

#### ***UNIT – XI***

Inter-personal skills – Holistic health care – Positive Thinking – Verbal communication – Nonverbal communication – Functions of nonverbal communication

– Empty – Etymology – Ability to understand.

### ***BLOCK - 4 : PSYCHOLOGICAL TECHNIQUES***

#### ***UNIT***

#### ***– XII***

Stress – Causes – Symptoms – Stress Management – Yoga and Stress – Selected yogic practices for stress – Conflict – Types of Conflict.

#### ***UNIT – XIII***

Different ways of conflict resolutions- Perception – Anger management – Assertiveness – Yoga and Leadership Skills – Leadership.

#### ***UNIT – XIV***

Inculcation of living values – Challenges in life – Moral values – Human or Social values – Divine values – Devotional and prayer.

#### **References:**

1. Yoga-Asana, Pranayama, Mudras, Bandha (Vivekananda Kendar Yoga rakashana, Bangalore).
2. Swami Satyananda Saraswathi: Asana, Pranayama, Mudra, Bandha (Yoga Publications Trust, Munger, Bihar, India)
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| Course Code | Title of the Course  |
|-------------|--|
| 42624       | <p style="text-align: center;"><b>Practical – II</b><br/><b>Advanced Asanas and Pranayamas</b></p> |

## Practical – II

### Advanced Asanas and Pranayamas

#### Meditative Postures:

##### Sitting postures:

1. Siddhasana / Siddha yoniasana
2. Gomukasana
3. Padmasana
4. Banda Padmasana

#### Cultural

##### Postures:

##### Prone

##### Postures:

1. Bhujangasana
2. Salabhasana
3. Pada Anugustha dhanurasana

#### Surya Namaskar

1. Surya Namaskar (12 counts)
2. Surya Namaskar (10 counts)

#### Cultural

##### Postures: Sitting

##### Type Postures:

1. Pascima tanasana
10. Hanuman asana

- |                          |                                  |
|--------------------------|----------------------------------|
| 2. Ustrasana             | 11. Upavistakonasana or Ugrasana |
| 3. Ardha Matsyendrasana  | 12. Janu Sirsasana               |
| 4. Mayurasana            | 13. Kurmasana                    |
| 5. Sirsasana             | 14. Bakasana or Kalkasana        |
| 6. Akarna Dhanurasana-I  | 15. Garbha Pindasana             |
| 7. Akarna dhanurasana-II | 16. Eka Pada sirsasana           |
| 8. Yoga dandasana        | 17. Krounchasana                 |
| 9. Kukkutasana           | 18. Marichyasana                 |

### **Cultural**

#### **Postures:**

#### **Sitting type**

#### **postures:**

- |                   |                   |
|-------------------|-------------------|
| 1. Garudasana     | 4. Natarajasana   |
| 2. Pada Hastasana | 5. Vatayasana     |
| 3. Cakrasana      | 6. Virabhadrasana |

#### **Supine type Postures:**

- |                                 |                       |
|---------------------------------|-----------------------|
| 1. Sarvangasana                 | 6. Setubandhasana     |
| 2. Sarvangasana Variations      | 7. Cakrasana          |
| 3. Halasana                     | 8. Urdhva Dhanurasana |
| 4. Karma bhedasana or Lingasana | 9. Paripurna          |
| 5. Matsyasana                   | 10. Navasana          |

### **Advanced Pranayama**

- |                           |                       |
|---------------------------|-----------------------|
| 1. Surya bhedhana         | (1:1:2) and (1:2:2)   |
| 2. Nadi shuddhi           | (1:1:2) (1:2:1:1)     |
|                           | (1:2:2) and (1:2:2:1) |
| 3. Bhastrika I, II, & III |                       |

|                     |   |
|---------------------|---|
| 4. Ujjayi           | (1:1:2) and (1:2:2)   |
| 5. Bhramari (1:1:2) | (1:2:2) & According to capacity   |
| 6. Sitalai (1:1:2)  | (1:2:2) & According to capacity   |
| 7. Sitkari          | (1:1:2) (1:2:2) & According to capacity   |
| Here                | (1:1:2) (Puraka: Kumbhaka: Rechaka)<br>(1:2:1:1) (Puraka : Rechaka : Kumbhaka: Puraka). |

Full course, short course and easy course routines of yoga practices according to kaivalyadhama tradition – therapeutic routines for different – Psychosomatic disorders and other General peoples suggested by research findings.

### References:

1. Swami kuvalayanand and D.S.L.Vinekar yogic therapy – its basic principles and methods ministry of health, govt. of India, New Delhi 1963.
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