

# **MBA HUMAN RESOURCE DEVELOPMENT**

**FULL TIME FOUR SEMESTER PROGRAMME**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

## **SYLLABUS**

**(SESSION 2020-21 ONWARDS)**



**STUDY CENTRE FOR MBA (HRD)  
LIFE LONG LEARNING DEPARTMENT  
A.P.S. UNIVERSITY, REWA (M.P.)**

# **MBA (HRD) PROGRAMME**

**MASTER OF BUSINESS ADMINISTRATION**

**HUMAN RESOURCE DEVELOPMENT**

**FULL TIME FOUR SEMESTER PROGRAMME**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**AS PER ORDINANCE 14, APPROVED BY CO-  
ORDINATION COMMITTEE**

## **PROSPECTUS**

**PROGRAMME STRUCTURE, SYLLABUS & SCHEME  
(SESSION 2020-21 ONWARDS)**

**DEPARTMENT OF LIFE LONG LEARNING  
AWADHESH PRATAP SINGH UNIVERSITY,  
REWA (M.P.)**

# **MBA (HRD) PROGRAMME**

**MASTER OF BUSINESS ADMINISTRATION**

**HUMAN RESOURCE DEVELOPMENT**

**FULL TIME FOUR SEMESTER PROGRAMME**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**AS PER ORDINANCE 14, APPROVED BY CO-ORDINATION COMMITTEE**

## **Programme Objectives:-**

The MBA (HRD) Programme Structure is divided into four semesters, two years full time regular study programme run by the deptt. The courses are classified as Core Courses, Discipline Centric Electives and Generic Elective Courses. The programme structure has been designed systematically and divided into four semesters. Semester I has Core Courses focusing on Management Concepts, Business Environment, Quantitative Method , Managerial Economics, Environmental Management, Computer Application have been included to develop multi-disciplinary foundation and Human Resource Development is a Generic Elective Subject in curriculum and next is Comprehensive viva-voce in CC.

II Semesters introduces the student to the different functional areas of Human Resource, Business Environment, Functional Management, Organizational change and intervention strategies, Organizational Behaviour core subject and Quality of work life and Total Quality Management is Generic Elective Subject and Comprehensive Viva-voce in Core Courses.

In III Semesters students opt following papers as Human Resource Planning, MIS, Compensation Management in Core courses and Management Training and development, Management of comparative industrial relation in Discipline Centric Elective courses. Counselling skills for managers is generic elective and next is summer training in course curriculum.

In IV Semesters student offers Discipline Centric Elective Courses on HRD in specialized sector and Entrepreneurship. Business policy and strategic management, Business Legislation, Cross cultural and global Human Resource Management, and Industrial psychology with Comprehensive Viva-voce in Core Courses.

## Summer Training Project Report:-

A candidate has to undergo a field Summer Training/Industrial Training to Industrial Organisation for Four to Six week and submit a project report in semester III of the course. Summer Training Project Report topic is decided by the Deptt. and concerned organisation.

<b>SEMESTER-I</b>					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
101 Management Concepts & Practices	CC	60	40	100	4
102 Quantitative Methods	CC	60	40	100	3
103 Managerial Economics	CC	60	40	100	4
104 Environmental Management	CC	60	40	100	3
105 Computer Application	CC	60	40	100	3
106 Managerial Skill Development	CC	60	40	100	3
107 HRD : Strategies and System*	GE	60	40	100	4
108 Comperhansive Viva-Voce	CC			100	4
<b>SEMESTER TOTAL</b>				<b>900</b>	<b>28</b>
<b>SEMESTER-II</b>					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
201 Legal Framework Governing Human Relation	CC	60	40	100	4
202 Human Resource Management	CC	60	40	100	3
203 Business Environment	CC	60	40	100	4
204 Function Management	CC	60	40	100	3
205 Organizational Change and Intervention Strategies.	CC	60	40	100	3
206 Organizational Behavior	CC	60	40	100	3
207 Quality of Work Life and Total Quality Management*	GE	60	40	100	4
208 Comprehensive Viva-Voce	CC			100	4
<b>SEMESTER TOTAL</b>				<b>900</b>	<b>28</b>
<b>SEMESTER-III</b>					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
301 Human Resource Planning	CC	60	40	100	4
302 Management Information System and Decision Support System	CC	60	40	100	4
303 Compensation Management	CC	60	40	100	4
304(A) Management Training and Development *	DCE	60	40	100	4
304(B) Management of Comparative Industrial Relation *	DCE	60	40	100	4
305 Counselling Skills for Managers*	GE	60	40	100	4
306 Summer Training Report and Viva-Voce	CC			100	8
<b>SEMESTER TOTAL</b>				<b>700</b>	<b>28</b>
<b>SEMESTER-IV</b>					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
401 Business Policy and Strategic Management	CC	60	40	100	4
402 Business Legislation	CC	60	40	100	4
403 Cross Cultural and Global Human Resource Management	CC	60	40	100	4
404 (A) Industrial Psychology	DCE	60	40	100	4
404 (B) HRD in specialized sector	DCE	60	40	100	4
405 Entrepreneurship	CC	60	40	100	4
406 Summer Training Report and Viva-voce	CC			100	4
<b>SEMESTER TOTAL</b>				<b>700</b>	<b>28</b>

**CC: Core Course**

**GE: Generic Elective**

**DCE: Discipline Centric Elective**

# **COURSE STRUCTURE**

## **MBA (HRD) First Semester 2020-21 and in onward.**

<b>CC 101</b>	Management Concept and Process.
<b>CC 102</b>	Quantitative Methods.
<b>CC 103</b>	Managerial Economics
<b>CC 104</b>	Environment Management
<b>CC 105</b>	Computer Application
<b>CC 106</b>	Managerial Skill Development
<b>GE 107</b>	HRD: Strategies and System.
<b>108</b>	Comprehensive Viva-Voce

## **MBA (HRD) Second Semester 2020-21 and in onward.**

<b>CC 201</b>	Legal Framework Governing Human Relation.
<b>CC 202</b>	Human Resource Management.
<b>CC 203</b>	Business Environment
<b>CC 204</b>	Function Management
<b>CC 205</b>	Organizational Change and Intervention Strategies.
<b>CC 206</b>	Organizational Behavior
<b>GE 207</b>	Quality of Work life and Total Quality Management

**MBA (HRD) Third Semester 2020-21 and in onward.**

<b>CC 301</b>	Human Resource Planning
<b>CC 302</b>	Management Information System and Decision Support System
<b>CC 303</b>	Compensation Management
<b>DCE 304</b>	(A) Management Training and Development *
<b>DCE 304</b>	(B) Management of Comparative Industrial Relation *
<b>GE 305</b>	Counselling Skills for Managers*
<b>306</b>	Comprehensive Viva-Voce

**MBA (HRD) Fourth Semester 2020-21 and in onward.**

<b>CC 401</b>	Business Policy and Strategic Management
<b>CC 402</b>	Business Legislation
<b>CC 403</b>	Cross Cultural and Global Human Resource Management
<b>DCE 404</b>	(A) Industrial Psychology
<b>DCE 404</b>	(B) HRD in specialized sector
<b>GE 405</b>	Entrepreneurship
<b>406</b>	Comprehensive Viva-Voce

# **Syllabus**

# CC -101- MANAGEMENT CONCEPTS AND PROCESS

## Objectives:

The aim of this paper is to develop the basic management skills among the disciplines, to make their foundation, as manager.

## Course Contents: -

### UNIT-1:

Introduction-Concept the Significance of Management, Principles of management Classical School. Neo Classical School and Modern School of Management.

### UNIT -II:

Planning-Significance, Process and Types. Forecasting, Techniques, Objectives- Meaning and importance MBO (Management by Objective). Decision Making, Significance. Types and Process.

### UNIT-III:

Organising-Concept and process of Organising. Organizational Structures. Departmentations-Needs and considerations. Authority, Power and Responsibility. Delegation of Authority, Span of Management.

### UNIT - IV:

Directing-Direction -Meaning & Principles. Leadership-Style & Theories. Motivation-Meaning & Theories.

### UNIT - V:

Controlling and Co-ordination- Controlling- Meaning and Process. Pre-requisites of an effective control. Co-ordination-Meaning, Importance and Principles.

## Suggested Readings

- (1). V.S.P. Rao : Management Text & Cases - Excel Books New Delhi.
- (2) L.M. Prasad : Principles and practice of management
- (3) J.K. Jain : Principles of management
- (4) Peter Drucker: Principles of management
- (5) Terry & Franklin : Principles of management
- (6) Tripathi & Reddi: Principles of management
- (7) Stoner & Freeman : Principles of management



## CC-102. QUANTITATIVE METHODS

### Objectives:

The aim of this paper is to develop the basic quantitative methods among the disciplines so as to make their foundation.

### UNIT I :

Matrices and Determinants: Definition, notation, types of matrices, operations on matrices, transpose of a matrix, symmetric and skew symmetric matrices, elementary transformation of a matrix, Invertible Matrices, Determinants, minors, properties of determinants, minors, cofactors, Ad joint and inverse of a matrix.

### UNIT II:

Introduction of Statistics: Meaning, scope, advantages and Definitions of statistics, statistical methods and limitations of statistical methods. collection of data primary data and secondary data, Interview and Questionnaire, Frequency distribution, Data presentation, Bar charts Histogram, frequency polygon and frequency curve, pie diagram.

### UNIT III :

Measures of central tendency and Measures of Dispersion: Arithmetic mean, Geometric Mean, Harmonic mean, Medians Quartiles, mode, Measures of Dispersion, Range, interquartile range, mean deviations, root mean square deviation standard Deviation.

### UNIT IV :

Probability, Method of least Square, correlation, Regression, and Index number: Explanation of important terms of probability, Definitions of probability, addition law and multiplication law of probability problems, based on them. Correlation and Regression: Introduction, Positive and negative correlation, Karl Pearson's coefficient of correlation Regression, Two lines of regression, Properties of Regression coefficients. Index Number: Price Index Number Laspeyre's, Pasche's and Fisher's methods of construction of price index Number.

### UNIT-V

Theory of Testing of Hypothesis. Sampling (Large Samples and small samples). Concept of Population and sample, Types of sampling objective of sampling. Parameters and statistic, Null Hypothesis and Alternative Hypothesis, Tests of Significance, Level of significance, Test of Significance of large samples, Test of significance based on  $\chi^2$  (chi square), Test of independence of attributes, condition for the application of  $\chi^2$ . Tests of significance based on t, F and Z.

### Suggested Readings :

1. A R. Vasishtha Matrices, Krishna Prakashan Mandir Meerat.
2. R.S. Bharadwaj: Business statistics, Excel Books, New Delhi
3. Ray and Sharma: Mathematical statistics, Ram prasad & Sons
4. D.N. Elhaner : Elements of statistion.
5. J.N. Kapur and H.C. Saxena :Schand and company. Ram Nagar New Delhi, 110055.

## CC-103. MANAGERIAL ECONOMICS

### Objectives:

The aim of this paper is to develop basic concepts of Economics among the disciplines so as to make their foundation, as a manager.

### Unit I:

Introduction of managerial economics- meaning, definition, concept nature and scope of managerial economics, Relations of managerial economics with other discipline, role of managerial economist

### Unit II:

Concept of demand and supply – Meaning of demand, the basis of consumer demand. The meaning of Utility, total utility, marginal utility, law of diminishing marginal utility, law of demand. Meaning and concept of market demand. Demand force casting, concept of supply, determination of price , complex changes in demand and supply.

### Unit III:

Cost Analysis-meaning and concept of cost. The theory of cost, cost output function, cost in the short run, cost in the long run, application of cost analysis, forms of cost function, relevance of cost theory for managers.

### Unit IV:

Market structure and pricing decisions- Introduction market and criteria for market classification, various forms of market structure price determination, price under perfect competition, characteristics of perfect competition, time elements in the theory of price.

### Unit V:

National Income and Economic Growth- Concept and measurement Definition and concept of national income, measures of National Income and income- Gross natural product(GNP) Gross domestic product (GDP), Net natural product,(NNP), Measurement of national income in India-meaning of economic growth ,Determinates of economic growth, Human Resource , natural Resource, Capital formation technology .

### Suggested Readings:

1. Adhikari, M: Business Economics, New Delhi Ench. Book, 2000.
2. Chopra, O.P.: Managerial Eco. Delhi, Tata McGraw Hill. 1985.
3. Atmanand : Managerial Economics Excel Books New Delhi.
4. P.L. Metha, Managerial Eco. New Delhi, Sultan Chand & Sons, 1995.

## CC - 104 ENVIRONMENTAL MANAGEMENT

### Objectives:

The aim of this paper is to make the students acquaint with various aspects of Environmental Management.

### Course Contents:

#### Unit-I :

Environmental Management – Environmental Science: An inter disciplinary science, Global Environmental Problems. Setting guidelines for industries. Energy Management: Conventional Fuels. Non-Conventional Energy, Biological Energy, and Solar Energy.

#### Unit-II:

Ecosystem –Ecosystem: Basic concept and their application in business.

#### Unit –III:

Environmental Management System – Environmental protection standards in the India, Environmental quality monitoring ISO 14000 and impact on developing countries, Environmental auditing. Environmental ethics.

#### Unit –IV:

Brief Study of Environmental Management-Brief Introduction to Environmental Laws, Environment and Greenhouse effect.

#### Unit-V:

Pollution and Management –Air , Water , Land , Pollution , Forest and Biodiversity Management, Water resources .

### Suggested Readings :

1. K.C. Agrawal : Environmental Biology
2. K.C. Agrawal : Environmental Pollution & Law
3. G.N. Pandey & G.C. Pandey: Environmental Engineering
4. R.K. Trivedi : Introduction to Air Pollution
5. N.K. Uberai: Environmental Management Excel Books New Delhi

# CC - 105 COMPLUTER APPLICATIONS IN MANAGEMENT

## Objectives:

The aim of this paper is to acquaint the students with the usage of computer in data processing lo as to aid the budding managers in effective decision making.

## Course Contents:

### Unit-1:

Introduction- History, Characteristics, Classification & Types of Computer. Computer Generations. Components of Computers-Input, CPU& Output Units.

### Unit-II:

More About Computer-Input & Output Devices, primary &Secondary Storage Devices, Computer Software & its type, Computer Language & their Classification

### Unit-III:

Flowcharts & DOS- Flowcharts Meaning, Advantages and Preparation of simple flowcharts Operating Systems Need U Meaning. Introduction to MS-DOS & Simple Internal & External Command.

### Unit-IV:

Windows - Introduction Windows - Components & Windows Screen Feature of Window - Program Manager & Application File Manager & Application. Print Manager & Application, Accessories Control Panel.

### Unit-V:

MS-Office - Introduction to MS-Office & Office Tools Introduction to word processor with MS word Components of MS word Screen. Loading. Creating Documents. Copying,Formatting. Printing Documents, Printing Tables, Storing &Mail merge

## Suggested Readings:

1. Sinha P.K.: Computer Fundamental
2. Rajaraman V.: Fundamental of Computer
3. Taxali: Windows
4. Taxali: P.C. Software Made Easy

## CC-106 MANAGERIAL SKILLS DEVELOPMENT

### **Objectives:**

The course aim at helping the students to develop skills in personal, notational and written communication so as to express the east clearly and effectively.

### **Course Contents**

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

Business Communication Meaning, definition, objectives scope and importance. Different Media and Modes of Communication Principles of Communication, Effectiveness of Communication in Management

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

Process & Elements of Communication Types and Patterns of Communication network, Barriers Communication.

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

Oral Communication Skills Committee, Group Discussion, Negotiation, Role Playing, Seminar, Principles of Public Speaking

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

Written Communication Memos. Circulars, Different types of Business letters Application, Enquiry, Response Letters, Do's and Don'ts of Business Writing Preparation of curriculum vitae

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

Report Writing, Meetings- Notice and Agenda, Minutes Writing, drafting of representations

### **Suggested Readings:**

1. Rai & Rai : Business Communications
2. DS. Bhende : Business Communications
3. Rogers & Shoemakers Communication and Innovation
4. David Borio The Process of Communication
5. Parag Diwan Business Communication Excel Books New Delhi.
6. Murphy Effective Business Communication

# **GE-107-HRD: STRATEGIES & SYSTEM**

## **Objectives:**

The aim of this paper is to develop an understanding among the students regarding development of Human Resources & executing the decision effectively.

## **Course Contents:**

### **Unit-1:**

Introduction – meaning, definition, concept need and objective of HRD , HRD as a total system characterizes of HRD, functions of HRD, Emerging trends of HRD , Line managers and HRD

### **Unit II :**

HRD system –process of designing HRD system ,HRD system , HRD system and sub system its process and outcomes , HRD culture and climate , factors effecting in HRD system , HRD OD-IR linkage

### **Unit-III:**

Planning for HRD – Meaning and concept of career planning objective and nature of career planning, Process of career planning functions and significance of career planning , succession planning meaning , concept and scope of succession planning significance of succession planning .

### **Unit-IV:**

Development supervision – training meaning definition caret and needs of training types of training performance & potential appraisal, feedback, counseling coaching & mentoring

### **Unit – V:**

HRD department – principals of designing HRD system organization for HRD, Providing physical and financial resources and facilities.

## **Suggested Readings:**

- |                           |                                    |
|---------------------------|------------------------------------|
| 1. Leonard Nadler         | : Corporate HR's                   |
| 2. T.V. Rao               | : Reading in HRD                   |
| 3. Udai Pareek & T.V. Rao | : Designing and managing HR System |
| 4. T.V. Rao               | : HARD Missionary                  |
| 5. V.R.K. Reddy           | : Strategic approach to HRD        |
| 6. P.C. Tripathi          | : Human Resource Development       |
| 7. P.N. Singh             | : Developing & Managing LR         |

## **108 Comprehensive Viva-Voce**

## **201. LEGAL FRAME ORK GOVERNING HUMAN RELATIONS**

### **Objectives :**

The objective of this paper is to acquaint the students with the various laws governing the manpower in the organization. The scope will be limited to objectives, definitions important provisions of the acts and administration

### **Course Contents:**

**Unit-I:** Emergence and Objectives of Labour Laws and their socioeconomic environment. Employee's Compensation Act 1923 object & scope and definitions, employer's liability compensation for compensation amount of compensation.

**Unit-II :**Payment of Bonus Act 1965- Object, scope and definitions. Calculation of bonus set on set off deductions permissible from Bonus, Payment of Gratuity Act 1972. Objectives, scope Calculation of gratuity and mode of payment Maternity benefit Act 1961- Object, scope, and definitionsMaternity benefits.

**Unit-III :** Industrial Dispute Act 1947- Definitions, object, scope, authorities, concept of strike, lockout, layoff, retrenchment, prevention and settlement of dispute. The Industrial Employment (Standing orders) Act 1946- Object, scope, definitions, procedure for submission and certification of Draft standing orders, other provisions relating to standing orders, powers, and duties of certifying officers

**Unit-IV:**Employees State Insurance Act 1948 Object. scope administration of the scheme, benefits under ESI Scheme, Offence and penalties Employees provident fund and Miscellaneous Provision Act, 1952 Object, scope, employees provident fund scheme.

**Unit-V:** Factories Act 1948- Definitions, object, scope, provisions of healthsafety, welfare, working hours and employment of women and young person

### **Suggested Readings:**

1. Mainotra, O.P.: The law of industrial disputers, Vol and IIT, Bombay, N.M. Tripathi, 1985
2. Mall, PL Handbook of Industrial Law, Lucknow Eastern Book, 1995
3. Srivastava, S.C : Industrial Relations and Labour Law, New Delhi
4. Gharye, B.R. Law & Procedure of Departmental Enquiry in Private & Public Sector, Lucknow, Eastem
5. Lal BD Singh Labour Laws for Managers - Excel Books New Delhi



## 202. HUMANRESOURCE MANAGEMENT

### Objectives :

The aim of this paper is to acquaint the students with the various aspects management as applied to handling of human resources efficiently and effectively for the organization

### Course Contents:

**Unit:1:** Introduction - Concept, nature, scope and significance of Human Resource Management. Evolution of Human Resource Management. Role and responsibility of Human Resource Manager

**Unit-II :** Manpower policy and planning-Manpower policy-Nature, scope significance and Manpower Policy in India organization Manpower planning-Nature, scope, types, significance and manpower planning in Indian organization.

**Unit-III :** Training & Development - Training- Concept, nature, scope, significance Techniques of training in Indian organization. Development- Concept, significance, and techniques Management Development Programme in Indian organization.

**Unit-IV:** Performance Appraisal -Meaning, nature, significance, Launching a Performance Appraisal System. Techniques of performance Appraisal, Shortcoming of Appraisal system performance Appraisal in Indian Organization.

**Unit-V:** Application of Concept of Motivation - Work motivation, Motivation Theories, Reward system, Job enlargement, Job enrichment, Job rotation, Behavioral modification.

### Suggested Reading :

1. Straw & Sayles: Personnel Management
2. Yoder & Dale Personnel Management
3. VSP Rao Human Resource Management Excel Books New Delhi
4. ED Flippas Principles of Personnel Management
1. 5 CB. Manmoria : Personnel Management
5. Manappa&Saiyadian: Personnel Management
6. R.S. Dwivedi: Personnel Human Resource Management in Indian

## 203. BUSINEES ENVIRONMENT

### Objectives :

The objective of this paper is to acquaint the students with the various necessary research aptitude.

### Course Contents:

**Unit-I:**Business Environment - Meaning and components, need to understand Business environment, Economic Systems Capitalist, Socialist ad Mixed, Emerging Scenario-Global and Indian

**Unit II :**Socio-cultural Environment - Concepts of society, Ethics, Culture, Social change, Social responsibility of business, Social audit.

**Unit III :**Economic Environment - Economic role of Government, Concentration of Economic Power, Planning in India, Economic and Fiscal policies, Finances of State and Union, Public and Private Sectors. Industrial Licensing. Consumerism and consumer rights. Industrial policy, industrial development strategy and growth under Indian Planning.

**Unit IV :**Politico-legal Environment Constitution of India and its provisions affecting business. The law framing under Indian relations. Labour welfare and social security, workers ParticipationConstitution. Brief review of the laws framed for Industrialin Management, Protection of Patents and Trademarks.

**Unit V :**International Environment Brief understanding of InternationalOrganization- UNO, GATT, WTO world Bank IMF RegionalGroupings. Globalization Promotion of Foreign Trade.

### Suggested Readings :

1. Francis Cherunilan : Business Environment
2. K Aswathappa: Business Environment
3. Suresh Bedi: Business Environment Excel Books
4. A.N. Agrawal. Indian Economy
5. Society - Mclver and Page.

## 204. FUNCTIONAL MANAGEMENT

### Objectives:

The aim of this paper is to acquaint the students with the various functional aspects of management and to enable them in understanding their importance and interdependence.

### Course Contents:

**Unit- I :** Introduction - Meaning and significance of various function of management, Functional areas of management. Functions of functional management.

**Unit-II:**Marketing Management - Definition and concepts, Selling Vs Marketing, Marketing Process Marketing Mix, Marketing Segmentation Marketing Environment.

**Unit-III :** Financial Management - Scope of financial functions financial goals, raising funds, shares, debentures and loan Budgetary Control

**Unit-IV:** Operations Management - Scope and functions of Operations Management. Types of Production Systems. Demand Forecasting and Inventory Control.

**Unit-V:** Personnel Management Definition, objectives, concepts. functions and importance of Personnel Management.Prerequisites for attaining the objectives.

### Suggested Readings:

1. Philip Kale Marketing Management Analysis, Planning Implementation and Control
2. Tapan Panda Marketing Management - Excel Books
3. Sudhindra Bhat - Financial Management - Excel Books

## **205. ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES**

### **Objectives :**

The paper aims at equipping the students with the skills and knowledge to be able to identify needs of modifications in organization keep pace with the trends of the industry.

### **Course Contents:**

**Unit-I:** Introduction The Concept, objectives, characteristics and models of organizational development.

**Unit-II :** Organizational Analysis & Development Process - Diagnosis tool. Techniques and Process of Organization Development OD Action Research Process.

**Unit-III :** OD Interventions-I- Classification, Factor influencing choice of OD intervention, Team interventions.

**Unit-IV:** OD Interventions-II- Inter-group and Third party peace making interventions, Comprehensive interventions, Structural interventions.

**Unit-V:** Change Management - Change in Organization, Change Approaches Change Process, Resistance to Change, Management of Change.

### **Suggested Readings :**

1. French W.I. and C.H. Bell : Organization Development
2. J.P. Singh: Organization Development: Concept & Strategies.
3. Chattopadhyay, Somnath and Udai Pareek: Management Organizational Change

**Objectives :**

The objective of this paper is to input an understanding among the student regarding the individual groups and organizational variants effecting to organization.

**Course Contents:**

**Unit-I :** Introduction Concept of OB, Contributing disciplines to Organization structures and organization theories.

**Unit-II :** Individual Factors Individual behavior – Perception Learning, Ability, Attitude, Personality.

**Unit-III :** Learning & Motivation - Group Dynamics. Concept, type, Groups, Power and Politics.

**Unit-IV:** Organization Development - OD Interventions, Approaches

**Unit-V:** OD, Management of Change. Conflict Management - Factor, Cause and Approaches to resolve conflict Collaboration in Organization. Stress Management- Causes and Remedies International Dimension OB

**Suggested Readings:**

1. S.P. Robbins Organizational Behaviour
2. Fred Luthans: Organizational Behaviour
3. K. Aswathappa Organizational Behaviour
4. LM Prasad Organizational Behaviour
5. PO. Aquinas Organizational Behaviour Excel Books
6. RS. Dwivedi: Human Relations & Organizational Behaviour

## **207. QUALITY OF WORK LIFE AND TOTAL QUALITY MANAGEMENT (TQM)**

### **Objectives :**

The paper aims in creating cordial work environment by balancing relationship among working non-working and family aspects of life to improve the productivity of a concern

### **Course Contents:**

**Unit 1 :** Introduction - Meaning, Concept in importance and special issues in QWL, Principles and dimension, quality of work life. Quality of worksite and productivity

**Unit-II:** Quality Circles Meaning, definition, concept and historical prospective of quality circle. Organizational structure of quality Circles. Techniques of quality circles, steps of quality circles benefit of quality circles, problem of quality circles

**Unit-III:** Total quality Management - Meaning, definition, concept, scope and principles of TOM. Methods of TOM. HRM and TOM. TOM Tools and Technique-Benchmarking. Outsourcing.

**Unit-IV:** Total ability through QMS Introduction relationship with ISO9000, ISO 9004, quality management system requirement ISO 14000

**Unit-V:** Case study - How to implement quality management initiative (i) Howlett Packed Company (ii) Allen Bardly Company (iii) Brook Tree Company.

### **Suggested readings**

1. Mirza SSaiyadain Human Resource Management
2. P.C. Tripathi Human Resource Management
3. K Aswathappa Human Resource Management
4. Shaleridra Nigam: Total Quantity Management Excel Books

# **CC301. HUMAN RESOURCE PLANNING**

## **Objective:**

The objective of this paper is to develop conceptual as well as a practical understanding of human resource planning development and development in organization.

## **Course Contents:**

### **UNIT-I:**

Introduction – Need, approaches, dimensions, and process of human resource planning. A brief idea about employee welfare activities and facilities.

### **UNIT - II:**

Demand and Supply – Forecasting demand – Methods and Sources at Micro and Macro Level.

### **UNIT - III:**

Job Evaluation – Objectives, Limitations, Process and Methods. Job Analysis, Job Description, Job Specification.

### **UNIT IV:**

Action Area – Selection and Recruitment, Induction and Placement, Performance and Potential Appraisals, Transfer and Promotion, Human Resource Planning in Global Environment.

### **Unit V:**

Measurement of Human Resource Planning – Human Resource Information System, Human Resource Audit, Human Resource Accounting.

## **Suggested Reading:**

1. Vivek Paranjpey: Strategic HRP
2. P. Job Branham : Human Resource Planning 3. Arthur, M. Career Prentice Hall Inc. 1991: Theory HandbookEnglewood Cliff
3. Dale, B. : Total Quality and Human Resource : An Executive Guide, Oxford Blackwell, 1992
4. Money, C. & Salama G. : Strategic Human Resource Management, Oxford Blackwell, 1995

## **CC302. Management Information System and Decision Support System**

### **Objective:**

The objective of this paper is to acquaint the student with the importance of the information system and application for the management of any organization.

### **Course Contents:**

#### **UNIT - I:**

Introduction – Meaning and Concept of MIS, Historical background, MIS and other academic disciplines, Strategic issues in Computer Aided Decision Making, Role of MIS at various levels of Management, Framework for understanding MIS.

#### **UNIT - II:**

Structure of MIS – System Approach to MIS, Operating Elements of an Information System, MIS & Decision Making, MIS Structure based on Organizational Functions, Synthesis of MIS, Structure, Some Issues of MIS Structure, Evaluation of MIS.

#### **UNIT – III:**

Data Management & Information Handling – Need of Information, Levels of Information Handling. Characteristics of Computerization, Data Flow diagram, Data Dictionary, Data Based Management and Word Processing. Electronic Spread sheet and it's Managerial Applications.

#### **UNIT – IV:**

Decision Support System (DSS) – Characteristics, Structure and Class of DSS, DSS as an Aid to decision making, Support for Intelligence, Design and Choice, Decision Trees, Approaches to Development of DSS.

#### **UNIT- V:**

Human Resource Information System (HRIS) - Definition, Essentials and need of HRIS, Use of Computer in HRIS Need, Advantages, Audit of Information.

### **Suggested Reading:**

1. Gordon B. Davis and Margrethe H. Olson : Management Information System.
2. Jerame Canter: Management Information System.
3. Murdick, Ross and Claggett: Management Information System.
4. Prince : Information system for Planning & System



## CC303 - COMPENSATION MANAGEMENT

### Objective:

The course is designed to promote understanding of the issues related to the compensation or rewarding human resource in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

### Course Contents:

#### UNIT – I:

Basic wage concepts and theories, Types of wages, differential and components of wage structure.

#### UNIT–II:

Statutory provisions governing wage fixation system in India and types of wage payment system. Minimum wages Act. 1948, Objective, definitions, fixation and revision of wages, payment of minimum wages Equal Remuneration Act, 1976 – Objective, Scope, Definitions, Employees entitles. Payment of wages act 1936- Objective, Definition regarding payment of wages and deductions from wages.

#### Unit –III:

Understanding different components of compensation packages like Fringe Benefits, Incentives and Retirement Plans, Strategic Compensation Systems.

#### Unit – IV:

Compensation packages designed for specific types of Human Resource like Compensation of Chief Executive, Senior Manager's R & D staff etc. Tools used in designing, improving, and implementing compensation.

#### Unit – V:

Conceptual and theoretical understanding of economic theory related to reward management. Wage policy in India.

### Suggested Readings

1. Adams, R & J Meltz N.M. Ed. : Industrial relation theory and its nature, scope and pedagogy, LMR press, Rutgers University, 1993.
2. Bergess Lenard R: Wage and Salary Administration, London charleE.Meril, 1984.
3. CapemanGeorge : Employees Share Ownership, New York, Kogan Page, 1991 Miction, Rock : Hand Book of Wage and Salary Administration, 1984
4. Armstrong. Michel and Muris, Heln : Reward management: A Handbook of SalaryAdministration, London Kegalpaul, 1988

## **DCE304 (A) MANAGEMENT TRAINING & DEVELOPMENT**

### **Objective:**

The purpose of this paper is to provide and in depth understanding of the role of training in the HRD and to enable to the course participant to manage the training system and process.

### **Course Contents:**

#### **UNIT – I:**

Training Needs – Objectives of Training identification of training & Development Needs, Process and Assessment of Training Needs.

#### **UNIT – II:**

Learning Process – Principles of Learning Curve Approaches to training, Budgeting of Training.

#### **UNIT – III:**

Training Techniques – Designing Training Programmes, Programmes for levels of Management, Elements of Training System.

#### **UNIT – IV:**

Training System – Training techniques and aids, types of training, qualities of good trainer

#### **UNIT – V:**

Implementation & Evaluation of T & D – Administration and implementation of training and Development programme, Essential of Effective training process and criteria of Evaluation methods of Training Evaluation.

### **Suggested Reading:**

1. Beunet, Roger ed: Improving Training Effectiveness, AldershotGover 1990
2. Buckley R. and Caple Jim: The theory & practice of training London, Kogan & page 1996
3. Lynton, R pareek U: Training for Development 2nd Ed. New Delhi, Vistar, 1990
4. Pepper, Allah D : Managing the Training and Development Function, Alder Shot.Gower 1984.

# **DCE 304 (B) - MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATION**

## **Objective:**

This course aims to familiarize students in the major industrial relations systems operating in different Economic, Political and Cultural Context.

## **Course Contents:**

### **UNIT – I:**

Industrial Relation Environment in India – Role and future of Trade Union, Emerging trends in Industrial relation. Trade unionism, Function and advantage, obstacles in the progress, Brief study of trade union act, 1926.

### **UNIT – II:**

Discipline- Meaning and definition, objectives, major causes, Principles & procedure of Disciplinary action, action, Types of punishments, the role of personnel manager. Grievances – Meaning and definition, Nature, Causes of Grievances, Pre-requisites of Grievance Procedure, Grievance Management in India, Industry, and model Grievance.

### **UNIT – III:**

Collective Bargaining – Meaning, definition, objectives, and types of collective bargaining. Process of collective bargaining. The Govt. and the Collective bargaining negotiation. Nature and purpose, negotiations or collective agreement in India.

### **UNIT – IV:**

Employee empowerment and total quality management- Worker's participation in Management in India, Need, Concept and Scope of WPM Scheme of 1975.

### **UNIT – V:**

I.L.O. Nature and objective, structure and function. Finance and Budget of ILO. Forms and types of industrial unrest in India, Globalization.

## **Suggested Readings:**

1. Clark Jon : Managing Innovation and change, University of Southampton, 1995
2. Clark Jon : Human Resource Management & Technological change, London, Sage 1993
3. Cambell, A and WamerM. : Managing Innovation and cha University of Southampton, 1995
4. Rastogi P.N.: Management and Technology and Innovation, New Delhi, Sage 1995
5. Warner M: New Technology and Manufacturing management, London Wiley, 1990
6. Whittaker D.H.: Managing Innovation Cambridge, University Press 1990

# **GE305 COUNSELING SKILLS FOR MANAGER'S**

## **Objective:**

The aim of this paper is to develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contexts:

## **UNIT – I:**

Introduction – Meaning, Definition, Nature and Scope of Counseling, Field of Application of Counseling, Needs for Counseling.

## **UNIT – II:**

Counseling Contents and Process – Employee Counseling by Personnel Manager, beginning stage, Developing Stage and Termination Stage. Variables affecting the Counseling Process. Emotional Reduction Person Centered Therapy.

## **UNIT – III:**

Attitude and Skills of Counseling- Counselor Skills, Assessing Client Problems, Selecting Counseling, Strategies and Intervention, Special Problems in Counseling, Psychoanalytic Theory.

## **UNIT – IV:**

Behavioral Counseling – The development of behavioural Therapy, Criteria for counseling goals, Role of the Counselor, Counseling relationship, Portrait of an effective counselor, Counsee factors, cognitive behavior modification.

## **UNIT – V:**

Professional Counseling for Employee – Need and significance of transactional analysis, directive and non- directive approaches, reality therapy, rational emotive therapy, gestalt counseling and electric counseling.

## **Suggested Readings:**

1. Employee Counseling : A.K.P. Sinha, Prachi pub. And dist. Pvt. Ltd. New Delhi 1990
2. Counseling for Career development, E.L. Tolbeot, New York, Mc-Graw Hill.
3. Introduction to Counseling : E.L. Tolbert, New York Mc-Graw Hill.

**306. SUMMER TRAINING REPORT & VIVA-VOCE**

## **401. Business Policy & Strategic Management**

### **Objective :**

The objective of this course is to develop a comprehensive approach to decision making by understanding the policy framing and execution aspects.

### **Course Contents:**

**UNIT – I :** Introduction – Business Policy – Nature, Importance and purpose, components of strategic management – mission, policy, purpose, objective, Goal and tactics.

**UNIT- II :** Strategic Formulation- Environment Appraisal – Internal and external micro and macro Environment, SWOT, SAP, & ETOP Analysis, Environment Scanning – Methods, Factors and Approaches.

**UNIT – III :** Strategic Alternative and Choice – Strategic Alternative – Grand, Modernization Diversification, Integration, Merger, Take Over, Joint Venture, Turn Around, Disinvestment and Liquidation Strategic Choice- Process, Corporate, Portfolio, Industry, Competitors Analysis.

**UNIT – IV:** Strategic Implementation – Issue involved, Project and Procedural Implementation, Structural, Functional and Behavioural Implementioan.

**UNIT – V:** Strategic Evaluation and Control – An overview, Strategic and Operatin Control. Techniques and role of organization System.

### **Suggested Readings :**

1. AzharKazmi : Busines policy
2. P.K. Ghos : Busines policy
3. R.M. Shrivastava : Corporate planning & strategy 4. FranciesCherunilum : Business policy

## **402. CROSS CULTURAL & GLOBAL HUMAN RESOURCE MANAGEMENT**

### **Objective :**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in management of global organizations.

### **Course Contents:**

**UNIT – I :** Introduction- Determinants of International Trade, Reasons for International Enterprises, Competitive advantage of nation, Strategic Planning process of multinational co-operation, evaluation of global organization.

**UNIT –II: Considerations for MNC's Policy Formations-** Cross National approaches cultural approach societal effect approach.

**UNIT – III: HRM Practices in MNC's – I –** HRD & Staff flow policy, composing an international staff and selection, Training & development.

**UNIT IV: HRM Practices in MNC's – II -** Comensation and appraisal, Industrial relations and worker's participation and Rehabiliation problem.

**UNIT V: Comparative Study-** Comparative Study- Comparative Study of HRM Practices in America, Japan & European Countries.

### **Suggested Readings :**

1. Beardwell&Holden : Human Resource Management
2. Alder N.J.: International Dimensions Organization Behaviour Boston, Kent, Publishing, 1995
3. Dowling P.J. etc. : International dimensions o Human Resource
4. Hofstede, G: cultures consequence :International differences in work relatedvalues, London, sage 1984

## 403. HRD IN SPECIALIZED SECTOR

### Objective :

The aim of this paper is to acquaint the students with the role of HRD

### Course Contents:

**Unit II :** HRD in Public Sector, Characteristics, Rationale & objectives of public sector, appointment & functioning of Government board, Forms of organization at micro and macro level. Welfare schemes & Industrial relations in Public sector.

**Unit-II:** HRD in Service sector - Banks, LIC, Forest Education, Health & Family welfare, defense & police administration.

**Unit-III :** HRD in NGO's - Characteristics, Pre and post-independence history of NGO's difference between voluntary organization & NGO's Areas of function & strategy contribution of voluntary organization in HRD, Voluntary Organization & foreign funding. Administration of NGO

**Unit-IV :** HRD in Cooperative Sector Characteristics, Significance, Principles of Cooperative sector, Development of cooperatives in India. General body. Constitution & functioning of Board of directors, Human Resource planning & workers, participation in management in cooperatives

**Unit-V:** HRD in Rural development - HRD in rural sector, measures of rural development, determinants of rural development, Agriculture policy and HRD important issues.

### Suggested Readings:

1. Jagdish Prakash : Administration of PES's in India
2. Singh & Kumar: Human Resource Development
3. AA. Ansari : Cooperative Management
4. T.V. Rao : Strategies & Practices in HRD



## **404. INDUSTRIAL PSYCHOLOGY**

### **Objective:**

The aim of this paper is to acquaint the students with the psychological aspects of industrial workers and employees for solving work related problems

### **Course Contents:**

**Unit-I :** Introduction - Definition, Nature, Scope significance, Historical Evolution of Industrial Psychology,

**Unit-II :** Industrial Behaviour - Ability, Attitude, Job satisfaction Morale. **Unit-III :** Industrial Problems - Fatigue, Monotony, Alcoholism, Accident Psychological Conflict - Causes, Effect and Remedies.

**Unit-IV :** Employee's Turnover - Causes, Outcome and Mechanism to retain employee Absenteeism - Causes & Remedies. Migration of Labour - Reasons & Impact.

**Unit-V :** Socio Psychology - Family system, Marriage dependence. Housing & Health related Problems and its effect on their working.

### **Suggested Readings:**

1. Morrison: Industrial Psychology
2. T.H. Harell: Industrial Psychology
3. Girish Total : Industrial Psychology

## 405. BUSINESS LEGISLATION

### Objective:

The aim of this paper is to assist the students in understanding basic laws affecting the operation of a Business Enterprise.

### Course Contents:

**Unit-1:** The Indian Contract Act 1872 - Definition, Essential elements of a valid contract, kinds of contracts, how do Contract Arise, Quasi contract, Breach of Contract, and its Remedies.

**Unit-II :** Sale of Goods Act, 1930 - Formation of a contract of sale, Essentials a contract of sale, Rights of an unpaid seller, Negotiable Instrument Act1881 : Meaning. Essential ingredients, special characteristics of aNegotiable instrument, promissory notes, Bills of exchange and cheques, dishonor and discharge of N.I. Type of N.L. distinction between negotiation and assignment.

**Unit-III:** The Companies Act, 1965 - Meaning characteristics of a company. Types of companies, incorporation of a company, memorandum andarticles of association, Prospectus.

**Unit-IV :** Share Capital and Allotment - Share certificate, share warrant anddividend on shares, Management and meetings of company accounts andaudits

**Unit-V:** Winding up of Company - Conversion of a private Co. into public Co. and a public co. into private co. Consumer Protection Act, 1986 – Definitionof consumer disputes redressal agencies, procedure for making complaint,Remedies available under the act and penalties.

### Suggested Readings:

1. Avtar Singh Company Law, The Lucknow Easter 1996
2. KhergarmwalaJ.S. : The Negotiable Instrument Acts, Bombay, N.M. Tripathi 1980
3. Ramaiya : A guide to the Companies Act, Nagpur Wadhwa 1992
4. Shah, S.M.: Lecture on Company Law, N.M. Tripathi 1990
5. Tuteja S.K. Business Law for Mangers, New Delhi, S. Chand, 1998

## **406. DISSERTATION REPORT**

The student in fourth Semester have to undergo dissertation work in Human Resource Development/Management on the topic allotted by Department. This work will be carried out by the student under the supervision of the faculty.

The students are required to submit a Dissertation Report before the commencement of fourth Semester examinations. The project will be of 100 marks.

The report will be evaluated by one internal and external examiner

## **407. COMPREHENSIVE VIVA-VOCE**

A comprehensive viva-voce of all the papers studied by the student from I to IV Semester including dissertation will be held. This will be taken by one internal and external examiner. This will be of 100 marks.