

# **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.)**

## Programme Outcome, MBA-HRD (CBCS)

(2021-22, 2022-23 and running)

PO#	PROGRAMME OUTCOME
PO1	<b>Brainstorming:</b> This program places a strong emphasis on the value of being conscious of our presumptions, challenging their accuracy, and approaching concepts and choices from several angles. It entails having the capacity to recognize, assess, and make sensible choices based on logical reasoning.
PO2	<b>Skillful Communication:</b> This program helps participants improve their communication skills and makes sure they can express themselves accurately in written, spoken, and technological mediums. It also encompasses the capacity to link individuals, concepts, literature, media, and technology, as well as the capacity to communicate effectively and interpret the world.
PO3	<b>Societal scripts of curriculum:</b> It emphasizes on the capacity to solicit the opinions of others, resolve conflicts, and aid in reaching decisions in group settings. It entails having the capacity to collaborate with others, forge agreement, and settle disputes.
PO4	<b>Active Citizenry:</b> The necessity of sympathetic social concern and equity-focused national development is emphasized. It entails being aware of the problems that society faces, being involved in civic affairs via volunteering, and behaving in a way that reflects a thorough understanding of these problems.
PO5	<b>Moral judgement:</b> It emphasizes the significance of appreciating many value systems, comprehending the moral implications of choices, and taking accountability for them. It entails being conscious of ethical concerns and basing judgments on ethical principles.

PO6	<b>Sustainable development of curriculum:</b> Understanding environmental surroundings and sustainable development are the main objectives. It entails being conscious of how human behavior affects the environment and acting to advance sustainability.
PO 7	<b>Life-long Learning:</b> gaining the capacity to participate in independent, ongoing learning in light of socio-technical developments. It entails having the capacity to learn on one's own, adjust to new technology, and consistently acquire new abilities and information.

### **PROGRAMME SPECIFIC OUTCOME**

PSO1	Students will be able to gain a broad understanding of various concepts of HRD process. This helps them develop a well-rounded perspective and prepares them to face and handle various future challenges.
PSO2	Overall knowledge of HRD concepts: understanding helps students make and improve their decision making capacity.
PSO3	Seed knowledge in various HR concepts and practices for students so that they can apply their skills in HR, HR planning, HR auditing, HR accounting, HRIS and IHRM.
PSO4	Students can learn how to use HRIS programs for their future requirements.
PSO5	Provision of case study practices that are applicable in student's future careers growth.

## COURSE OUTCOME (COs)

### Semester I

S.No.	Course Code	Course Name		Course Outcome
1.	101	<b>Management Concepts &amp; Process</b>	CO1	Gain insight of various management concepts and principles.
			CO2	Learning about the planning function of management and its types.
			CO3	Understanding the organizing function of management along with its types, functions and structures.
			CO4	Understanding the directing function of management along with leadership and motivation theories.
			CO5	Understanding the concept of controlling and co-ordination along with its importance and principles.
2.	102	<b>Quantitative Methods</b>	CO1	To understand the basics of Matrices and Determinants and its types.
			CO2	To understand the basics of statistics which will sharpen their critical thinking, analytical skills and problem solving ability.
			CO3	To understand the measures of central tendency and measures of dispersion.
			CO4	To learn and know about the probability, correlation, regression and index numbers along with law of probability problems.
			CO5	To understand the theory and testing of hypothesis and to learn about the concepts of sample and population in statistics.
3.	103	<b>Managerial Economics</b>	CO1	The participants of this course will be able learn about the concept, nature and scope of managerial economics and its relation with other disciplines.
			CO2	Acquaintance with the concepts of demand and supply along with concepts of utility, law of demand and supply, demand forecasting etc.
			CO3	Understanding the concepts of cost which includes its meaning, concept, function and relevance of cost theory for managers.

			CO4	Understanding the market structures and criteria for market classification and pricing decision which includes price determination under perfect competition.
			CO5	To learn and understand about the meaning, definition and concept of national income and its measurements.
<b>4.</b>	<b>104</b>	<b>Environmental management</b>	CO1	To learn and understand about the environmental management and conventional and non- conventional energy.
			CO2	To know about the basic concept of ecosystem and their application in business.
			CO3	Helps student to learn and know about the environmental protection standards in India and environmental ethics.
			CO4	To learn about brief introduction to environmental laws, environment and greenhouse effect.
			CO5	To learn about various types of pollution in environment and its management.
<b>5.</b>	<b>105</b>	<b>Computer application management in</b>	CO1	Acquainting the participants with the usage of computer in data processing.
			CO2	Learning about computer input-output devices, storage devices, computer software and its types, computer language and its classification.
			CO3	Understanding meaning, advantages and preparation of simple flow charts and needs of operating systems.
			CO4	To know about the windows in computer and its components, features and uses.
			CO5	Acquaint the students with introduction to MS office which includes MS word and its components.
<b>6.</b>	<b>106</b>	<b>Managerial skills development</b>	CO1	This course will hone the skills of participants in inter-personal, organizational and written communication to express their ideas clearly.
			CO2	To learn about process and elements of communication, its types and patterns and barriers of communication.
			CO3	To learn about the oral communication skills required for group discussion, seminar etc and principles of public speaking.

			CO4	To learn about written communication required for notice, business letters, circulars and memos etc.
			CO5	Develop basic skills for report writing , notice and agenda, minutes writing and drafting of representations.
<b>7.</b>	<b>107</b>	<b>HRD Strategies and system</b>	CO1	Learning about the Meaning, definition of HRD, HRD as a total system and various emerging trends of HRD.
			CO2	Understanding the process of designing HRD system and various factors affecting in HRD system.
			CO3	Helping students to learn about the Career planning and Succession planning along with its process and importance.
			CO4	Helping to learn about training and its types that will help in development and supervision.
			CO5	To learn about the principles of designing HRD system and providing physical and financial resources and facilities for HRD department.
<b>8</b>	<b>108</b>	<b>Comprehensive viva-voce</b>	CO	Enabling in-depth questioning to probe for strengths and weaknesses in the student's learning.

## COURSE OUTCOME (COs)

### Semester II

S.No.	Course Code	Course Title		Course Outcome
1.	201	<b>Legal framework governing human relations</b>	CO1	To acquaint students with various laws governing the manpower in the organization.
			CO2	Understanding the significance of payment of bonus act 1965, payment of gratuity act 1972 and payment of maternity act 1961.
			CO3	To learn the importance of provisions of Industrial disputes act 1947 and the Industrial employment (standing orders) act 1946.
			CO4	To understand the provisions of Employee state insurance act 1948 and Employee provident fund and miscellaneous act 1952.
			CO5	To understand the provisions of the factories act 1948.
2.	202	<b>Human resource management</b>	CO1	Acquainting the participants with various aspects of management as applied to handling human resources.
			CO2	To learn the concepts of manpower policy and manpower planning and its significance.
			CO3	To understand the various concepts, nature, scope and significance of employee training and development in an organization.
			CO4	To learn about performance appraisals and its techniques in an organization.
			CO5	Understanding of the knowledge of concept of motivation, reward system, job enlargement and job enrichment.
3.	203	<b>Business environment</b>	CO1	Gaining knowledge of meaning and various components of business environment.
			CO2	Understanding of the knowledge of socio-cultural environment, ethics, culture and social responsibility of business.

			CO3	Understanding the knowledge of economic role of government, concentration of economic power and economic and fiscal policies under economic environment of business.
			CO4	To study about politico-legal environment of business which includes constitution of India and provisions affecting business.
			CO5	To gain brief understanding of international organization- UNO, GATT, WTO & IMF.
4.	204	<b>Functional Management</b>	CO1	To acquaint students with various functional aspects of management.
			CO2	Development of the acquaintance about marketing management, marketing mix and marketing environment.
			CO3	Improved financial literacy among the students
			CO4	To understand the concepts of operations management and inventory control.
			CO5	To learn and gain knowledge about personnel management and its concepts, function and importance.
5.	205	<b>Organizational change and intervention strategies</b>	CO1	The participants of this course will be able to learn about able to identify needs of modification in an organization.
			CO2	Understanding the concept of organizational analysis and development process.
			CO3	Improved understanding of concept of OD interventions and its affecting factors.
			CO4	To learn about inter-group and third party peace making interventions.
			CO5	Understanding of change management and its approaches and resistance to change in an organization.
6.	206	<b>Organizational behavior</b>	CO1	Gaining the knowledge about individual groups and organizational variants effecting to organization.
			CO2	To learn about various components of individual factors which includes perception, learning, ability, attitude and personality.



			CO3	To gain knowledge about group dynamics, its concept and types.
			CO4	To gain knowledge about OD interventions and change management.
			CO5	To study about conflict management, stress management and its remedies.
<b>7.</b>	<b>207</b>	<b>Quality of work life and Total quality management</b>	CO1	The course will acquaint the participants with creating cordial work environment by maintaining work life balance.
			CO2	To study about the concepts of quality circles, its techniques and its significance.
			CO3	To gain knowledge about TQM, its tools and techniques, principles and scope.
			CO4	Understanding TQM through QMS and its requirements.
			CO5	Understanding of case studies related to the same.
<b>8</b>	<b>208</b>	<b>Comprehensive viva-voce</b>	CO	Enabling in-depth questioning to probe for strengths and weaknesses in the student's learning.

## COURSE OUTCOME (COs)

### Semester III

S.No.	Course Code	Course Title		Course Outcome
1	301	<b>Human resource planning</b>	CO1	To learn about various needs, approaches, dimensions and process of Human resource planning.
			CO2	To gain knowledge about methods of demand and supply at Micro and Macro level.
			CO3	Understanding the knowledge of job evaluation, job analysis, job description and job specifications.
			CO4	To gain familiarity with various actions area of human resource.
			CO5	To understand various performing functions of human resource like HRIS, HR audit and HR accountancy.
2	302	<b>Management information system and decision support system.</b>	CO1	This course provides a valuable insight importance of application system and its importance for management.
			CO2	To gain knowledge about structure of MIS, system approach to MIS and Evaluation of MIS.
			CO3	The participants will gain an understanding on data management and information handling and its various components.
			CO4	To understand the knowledge of DSS, its characteristics and structures, and approaches to development of DSS.
			CO5	Understanding about HRIS and its needs.
3	303	<b>Compensation management</b>	CO1	Understanding of basic wage concepts and theories and its types.
			CO2	To gain knowledge about Minimum wages act, Equal remuneration act, and payment of wages act.
			CO3	To learn about different components of compensation packages like fringe benefits, incentives and retirement plans etc.
			CO4	To understand compensation packages designed for senior HR and tools used in implementing it.

			CO5	Understanding of conceptual and theoretical economic theory related to reward management.
			CO5	Learning the skills of planning, designing and administering various developmental activities aimed at up scaling the performance of the employees.
<b>4</b>	<b>304(A)</b>	<b>Management training and development</b>	CO1	To understand training needs, its objectives and process.
			CO2	To understand learning process and its approaches in training and budgeting of training.
			CO3	To gain knowledge of various training techniques and elements of training system.
			CO4	To understand training system, its techniques and qualities of good trainer.
			CO5	To learn implementation and evaluation of T&D programme.
<b>5</b>	<b>304(B)</b>	<b>Management of comparative Industrial Relations.</b>	CO1	To familiarize students with major Industrial relation systems and its emerging trends.
			CO2	To learn the concept of discipline in an organization and management of grievances in India.
			CO3	To learn the concept of collective bargaining in India , its process and significance.
			CO4	Understanding the concepts of Employee empowerment and TQM and workers participation in management.
			CO5	To understand and learn the working and Nature of I.L.O.
<b>6</b>	<b>305</b>	<b>Counselling skills for managers.</b>	CO1	To acquaint students with basic skills of handling employee counselling and performance counselling.
			CO2	To study about counselling concepts and its process.
			CO3	To learn about the Counselling strategies and interventions, problems in counselling and psychoanalytical theory.
			CO4	To learn and understand the outcomes of counselling in an organization.
			CO5	To understand the need and significance of transaction analysis, gestalt counselling and electric counselling.
<b>7</b>	<b>306</b>	<b>Summer training report and viva-voce</b>	CO	Filling the gap between the theoretical learning at class room and practical application at workplace.

**COURSE OUTCOME (COs)**

**Semester IV**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>		<b>Course Outcome</b>
<b>1.</b>	<b>401</b>	<b>Business policy and Strategic Management</b>	CO1	The course gives a picture of development of a comprehensive approach to decision making by understanding policy making and execution.
			CO2	Understanding the knowledge of strategic formulation , SWOT, SAP & ETOP analysis etc.
			CO3	The students will get to learn about the strategic alternatives and choices which includes modernization, diversification, mergers, joint ventures etc.
			CO4	Understanding of strategic implementation along with structural, functional and behavioral implementation.
			CO5	To learn an overview of strategic evaluation and control.
<b>2.</b>	<b>402</b>	<b>Business legislation</b>	CO1	Understanding the basic laws affecting the operations of a business enterprise.
			CO2	To learn and understand the provisions of The Indian contract Act 1872 and The sales of good Act, 1930.
			CO3	To understand the provisions of The Companies Act, 1965.
			CO4	To gain knowledge about basics of share capital and allotment.
			CO5	To understand the process and procedures of winding up of company.
	<b>403</b>	<b>Cross cultural and global human resource management</b>	CO1	The graduates will be able to learn various cultural and related behavioral variables in management of global organization.
			CO2	To learn the Considerations for MNC's Policy Formulations.
			CO3	Understanding of HRM practices in MNC's.
			CO4	To understand practices of HRM in MNC's which includes IR and WPM's problems.

			CO5	Understanding the comparative study of HRM practices in America, Japan and European countries.
404 A	<b>Industrial psychology</b>	CO1	The participants will acquire with the psychological aspects of industrial workers and employees for solving work related problems.	
		CO2	The students will learn about the individual behavior and industrial problems in an organization which includes ability, attitude, fatigue, monotony, psychological conflicts etc.	
		CO3	Understanding the causes, outcome and mechanism to retain employee and to gain knowledge about socio psychology.	
404 B	<b>HRD in specialized sector.</b>	CO1	This course offers understanding of roles of HRD in various sectors.	
		CO2	To know about the concepts and working of HRD in Public and Service sector.	
		CO3	To learn about the working of HRD in NGO's and strategy contribution of voluntary organization in HRD.	
			CO4	Understanding of characteristics, significance, and principles of HRD in co-operative sector.
			CO5	To gain knowledge of working of HRD in rural sector and measures of rural development.
405	<b>Entrepreneurship</b>	CO1	To acquaint participants with the basic concepts of entrepreneurship and recent trends in startup revolution in India.	
		CO2	Understanding of functional management of entrepreneurship which includes business model designing, accounting principles, HRM in entrepreneurship, recruitment, selection, T&D.	
		CO3	To understand the concept of technology-based entrepreneurship which includes patents,	

				trademarks, design, copyrights and success story of Technology/App based entrepreneurs.
			CO4	To gain knowledge on social entrepreneurship and its concepts and components.
			CO5	To learn and understand the concept and importance of women entrepreneurship in India, problem faced by women and growth of women entrepreneurship in India.
	<b>406</b>	<b>Comprehensive viva-voce</b>	CO1	Enabling in-depth questioning to probe for strengths and weaknesses in the student's learning.

# **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
<b>208</b>	Comprehensive Viva-Voce

**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



# **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>					
<b>Course Code &amp; Name</b>	<b>Course Type</b>	<b>Theory Paper</b>	<b>Internal Assessment</b>	<b>Maximum Marks</b>	<b>Credits</b>
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>					
<b>Course Code &amp; Name</b>	<b>Course Type</b>	<b>Theory Paper</b>	<b>Internal Assessment</b>	<b>Maximum Marks</b>	<b>Credits</b>
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>					

<b>Course Code &amp; Name</b>	<b>Course Type</b>	<b>Theory Paper</b>	<b>Internal Assessment</b>	<b>Maximum Marks</b>	<b>Credits</b>
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>					
<b>Course Code &amp; Name</b>	<b>Course Type</b>	<b>Theory Paper</b>	<b>Internal Assessment</b>	<b>Maximum Marks</b>	<b>Credits</b>
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 Comprehensive 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**

## **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, 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 COMPUTER APPLICATIONS IN MANAGEMENT**

### **Objectives:**

The aim of this paper is to acquaint the students with the usage of computer in data processing so 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 inManagement

#### 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 WORK 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 definitions Maternity 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 health safety, welfare, working hours and employment of women and young person

### **Suggested Readings:**

1. Mainotra, O.P.: The law of industrial disputes, 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, Eastern
5. Lal BD Singh Labour Laws for Managers - Excel Books New Delhi





## 202. HUMAN RESOURCE 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-I:** 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 - McIver 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

## 206 ORGANIZATIONAL BEHAVIOUR

### 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 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 an in depth understanding of the role of training in the HRD and to enable 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 TRRAING 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 Implementing.

**UNIT – V:** Strategic Evaluation and Control – An overview, Strategic and Operating 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. 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 Act 1881 : Meaning. Essential ingredients, special characteristics of a Negotiable 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 and articles of association, Prospectus.

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

**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 – Definition of 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. Khergarmwala J.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 Managers, New Delhi, S. Chand, 1998

## **403. 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



## **404 (A). 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

## **404 (B). HRD IN SPECIALIZED SECTOR**

### **Objective :**

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

### **Course Contents:**

**Unit - I :** 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

# 405. Entrepreneurship

## **Objective:**

The objective of this course is to acquaint the participants with the basic concepts of entrepreneurship and recent trends in start-up revolution in India.

## **Course Contents:**

### **UNIT I : Introduction**

Overview of Entrepreneurship and Qualities of a good Entrepreneur. Managerial Skills required for Entrepreneurship. India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, Cases of large and small entrepreneurs of India. Success Stories of regional and local entrepreneurs.

### **UNIT II: Functional Management**

Business Model Designing- Business Plan Designing-Financial Planning-Venture Valuation techniques-Financial management for entrepreneurs-Accounting principles-Management accounting for entrepreneurs. Entrepreneurial positioning, targeting, and segmenting, Prototype Development, Test Marketing & Commercial Launch. Pricing decisions and Sales & Distribution Management, HRM in Entrepreneurship: recruitment, selection, compensation, training and development.

### **UNIT III: Technology based Entrepreneurship**

Technology overview-IPR protection for these technology industries-Patents, trademarks, designs, copyrights, and integrated circuit. Issues in the management of innovation and technology. Success stories of technology and App based entrepreneurs/start-ups in India.

### **UNIT IV: Non-profit & Social Ventures**

Social Entrepreneurship; Addressing persistent social problems-Financing Social ventures, Venture Capital, Corporate Entrepreneurship and Micro Financing. Venture Valuation-Angel funds-Venture Capital-In-house corporate funding mechanism.

### **UNIT V: Women Entrepreneurship**

Women Entrepreneurship in India- Categorisation of Women Entrepreneurs, Reasons for growth of Women Entrepreneurship, Problems faced by Women Entrepreneurs, Steps taken by the Government to develop women Entrepreneurs in India. Success stories of Women Entrepreneurs in India.

## **Suggested Readings:**

1. Peter Drucker: Innovation & Entrepreneurship.
2. Rashmi Bansal: Stay Hungry Stay Foolish
3. Shukla M.B: Entrepreneurship and Small Business Management.
4. H. S. Krishna, High-tech Internet Start-ups in India.
5. Susan Coleman & Dafna Kariv: Creating the Social Venture.

6. Priyanka Sharma Gurnani: Women Entrepreneurship: Emerging Dimensions of Entrepreneurship in India.

#### **406. 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.