

# **Syllabus**

## **Master of Business Administration (HRD) MBA (HRD)**

**Two Year Full Time PG Programme**



**BOS Held on 8.09.2018  
With effective from: 2019-20**

**Department of HRD  
Faculty of Management Studies  
VBS Purvanchal University, Jaunpur (UP)**

## MBA (HRD)

<b>Course Curriculum</b>				
<b>Semester-I</b>	<b>Total Marks</b>		<b>Internal</b>	<b>Credit Hours</b>
	<b>External</b>			
	<b>Theory</b>	<b>Practical/ Viva-voce</b>		
FMS-101. Principles of Management	75	-	25	4
FMS --102. Accounting and Financial Analysis	75	-	25	4
FMS --103. Managerial Economics	75	-	25	4
FMS --104. Research Methodology	75	-	25	4
FMS--105. Communication for Managers	75	-	25	4
FMS-106. Business environment	75	-	25	4
FMS-107. Computer Applications	50	50	-	6
<b>Total Marks</b>	<b>700</b>			
<b>Semester-II</b>				
MHR-201. Human Resource Management	75		25	4
MHR.202. Human Resource Development	75		25	4
MHR.203. Industrial Relations	75		25	4
MHR. 204. Industrial Psychology	75		25	4
MHR. 205. Functional Management	75		25	4
MHR-206. Labour Law	75		25	4
MHR-207. Organizational Behaviour	75		25	4
<b>Total Marks</b>	<b>700</b>			
<b>Semester-III</b>				
MHR-301. Training & Development	75		25	4
MHR-302. Managing organizational Conflict & Stress	75		25	4
MHR-303. Career and Performance Management	75		25	4
MHR-304. Strategic Human Resource Development	75		25	4
MHR-305. Entrepreneurship	75		25	4
MHR-306. Ethical Issues in Management	75		25	4
MHR-307. Summer Training Project & Viva-voce	75	25	-	8
<b>Total Marks</b>	<b>700</b>			
<b>Semester-IV</b>				
MHR.401.Leadership & Group Dynamics	75		25	4
MHR-402. TQM & ISO-9000	75		25	4
MHR-403. Labour Welfare & Industrial Discipline	75		25	4
MHR-404. Organizational Change & Development	75		25	4
MHR-405.Social Security and Compensation Laws	75		25	4
MHR-406. Emerging issues in HRM	75		25	4
MHR-407. Dissertation report & Viva-voce	75	25	-	6
<b>Total</b>	<b>700</b>			
<b>Grand Total</b>	<b>2800</b>			<b>120</b>

## SEMESTER -I

### FMS - 101: PRINCIPLES OF MANAGEMENT

#### Objective:

The objective of the course is to develop the understanding of management thoughts and basic practices like planning, organizing, directing and controlling. It will help to develop an insight into the ways of getting things done in any organization

COURSE	Contact Lectures
<b>Managing in today's Environment:</b> Meaning, Definition, Characteristics of Management, Management VS Administration Management- Art, Science and Profession, Professional Management in India, Arguments for and Against Professionalization, Levels of Management, Skills of a Manager, Development of Management thought.	9
<b>Theories of Management:</b> Evolution of management thought-Contribution Taylor, Weber and Fayol management and modern management theories, CK Prahlad.	8
<b>Managing the Organisation Resources:</b> Concept, Process and types of planning-Meaning, Characteristics, Advantages, Limitations, Essentials of sound Plan, Steps In Planning Process, Planning Premises, Types and Elements of Planning, Decision of Rational decision Making, Creativity in Decision- Making Concept of MBO, Characteristics, Objectives, MBO-Process, Advantages, Limitations. Managing organizational change.	12
<b>The anatomy of an Organisation:</b> Concept, Nature, Process, Significance, Principle of Organising, Concept of Distinctions between Line and Authority, Line Staff and Functional Authority relationships, Delegation and Decentralisation, Distinction between formal and informal organisation group dynamics.	11
<b>Managerial Control:</b> Concepts, Nature, Elements, Significance, Types, Interrelationship between planning and control, Steps in control process, Requirements of an effective control system, Management by Exception, Techniques of Management Control- ROI, PERT, CPM, MIS.	10
<b>Total</b>	<b>50</b>

#### *Suggested Readings*

- Terry, George R (2012). Principles of management, R. D Irwin London.
- Tripathi P.C. & Reddy P.N. (2008). Principles of Management, Tata Mcgraw Hill, New Delhi.
- K. Anbuvelan. (2007). Principles of management, Laxmi Publicaion, New Delhi.
- Koontz Heroltz & Weihrich Heinz. (2004). Essentials of Management, Tata McGraw Hill .
- Prasad L.M. (2007). Principles and Practices of Management, Sultan Chand & Sons.

## FMS 102: ACCOUNTING AND FINANCIAL ANALYSIS

### Objective:

The objective of the course is to develop the understanding of basic accounting principles and to equip the students with fundamentals of financial statements and budget. It will help to develop an insight into the ways of financial analysis in the corporate life.

COURSES	Contact Lectures
<b>Overview:</b> Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard	<b>12</b>
<b>Mechanics of Accounting:</b> Double entry system of accounting, journalizing of transactions; preparation of final accounts, P/L Accounts, P/L Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill.	<b>11</b>
<b>Analysis of financial statement;</b> ratio analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, common size statement; comparative balance sheet and trend analysis of manufacturing, service & banking organisations	<b>13</b>
<b>Funds flow statement:</b> Meaning; Concept of Gross and Net Working Capital; Preparation of schedule of change in working capital; Preparation of funds flow statement and its analysis	<b>9</b>
<b>Cash flow statement:</b> Various cash and non-cash transaction, flow of cash, Cash from operation, preparation of cash flow statement and its analysis	<b>8</b>
<b>Total</b>	<b>53</b>

### Suggested Readings

- Bhattacharya S.K. & Dearden John. (1987). Accounting for Management, Vikas Publications.
- Jain S.P. & Narang K.L. (2001). Advanced Accounting, Kalyani Publication, New Delhi.
- Maheshwari S.N. & S.K. (1995). Corporate Accounting, Vikas Publication.
- Anthony Robert & Hawkins. (1995). Accounting Test and Cases, Richard D. Irwin Publication London.
- Khan M.Y. & Jain P.K. (2006). Management Accounting and Financial Management, Tata McGraw Hill.

## FMS-103: MANAGERIAL ECONOMICS

### Objective:

The objective of the course is to develop the understanding about the fundamentals of economics. This paper will help to the students for developing better understanding about pricing, demand analysis and demand forecasting.

COURSES	Contact Lectures
<b>1. Introduction:</b> Nature and Scope of Business Economics, Fundamental Concepts, Business Goals, Economics and Ethics.	<b>12</b>
<b>2. Demand Analysis and Forecasting:</b> Demand determinants and Distinctions, Elasticity of Demands, Demand Forecasting for established Products and new Products.	<b>11</b>
<b>3. Production and Cost Behaviour:</b> Production Function, Law of returns, Return to scale, Cost volume Relationship in Short and Long Run.	<b>12</b>
<b>4. Pricing:</b> Market Morphology and Pricing, Pricing Methods-Cost plus pricing, Incremental Pricing, Product Line Pricing, Pioneer Pricing, Differential Pricing, Cyclical Pricing and Retail pricing.	<b>8</b>
<b>5. Profit Policies and Planning:</b> Profit Policies, Rationale for Profit constraints, Profit volume Analysis and its applications.	<b>8</b>
<b>Total</b>	<b>51</b>

### References:

- Mithani D.M. (2011). Principles of Economics, Himalaya Publishing House.
- D.N. Dwivedi.(2009). Managerial Economics, Vikas Publishing House.
- Mehta P.L. (2007). Managerial Economics Analysis, Sultan Chand & Sons.
- Ahuja H.L. (2007). Managerial Economics,Sultan Chand & Sons.
- Pandey K.M. & Pandey Manas. (2010). Economics for Managerial decision, Himalaya Publishing House

## FMS-104: RESEARCH METHODOLOGY

### Objectives:

The objective of the course is to impart the knowledge of various research tools for conducting the research at the workplace. This will also develop the analytical competencies based on statistics with latest research tools.

COURSE	Contact Lectures
<b>1. Introduction:</b> Meaning, Definition, Characteristic, Objectives, Significance, Process of Research, Approaches to Research, Characteristics of Business Research, Application of Business Research in India.	10
<b>2. Research Design:</b> Types of Research - Exploratory, Conclusive, Formulation of hypothesis, Type I and II error. <b>Sampling:</b> Sampling method - Probability and non Probability, sampling error	9
<b>3. Information Collection:</b> Collection of Data - Primary & Secondary Sources, Types of scales, Classification- Questionnaire, Schedule and Scale Development, Attitude measurement scale.	10
<b>4. Data Analysis</b> – Preparation, Manipulation, Cleaning, Coding, Tabulation, Graphical Representation of Data, Measurement of central tendency and dispersion: Mean, Mode, Median, Standard Deviation, Variance, Skewness, Kurtosis, Reliability and Validity, Normal Distribution, Testing of Hypothesis.	10
<b>5. Statistical Techniques &amp; Report Writing:</b> t-test, ANOVA and $\chi^2$ - test, Correlation (product - moment) Karl Pearson's and Rank, Regression Analysis, Report writing: Contents, Types of Report, Report format.	12
<b>Total</b>	<b>51</b>

### References:

- Kothari C.R. (2009). Research Methodology, New Age International (P) ltd. Publishers.
- Kumar. C. Rajendra. (2008) Research Methodology. APH Publishing Corporation.
- Gupta S.P. (2014). Statistical Method. Sultan Chand & Sons.
- Newbold Paul & Carlson William. (2012). Statistics for Business & Economics, Pearson Publication.
- Kumar Ranjeet. (2010). Research Methodology, Sage Publication.

## FMS – 105: COMMUNICATION FOR MANAGERS

### Objectives:

The objective of the course is to develop the understanding about verbal (written and oral) and non verbal communication. This course will also helpful in developing the drafting ability in commercial correspondence.

COURSE	Contact Lectures
<b>1. Nature of Communication:</b> Different types of communication like letters, memos, reports, fax, email, presentations, telephone, and multimedia, choosing the means of communication, stages in communication cycle, Barriers to communication, communication systems.	10
<b>2. Writing Techniques:</b> rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, overall tone, drafting, editing and finalizing the business letters	9
<b>3. Recruitment and employment correspondence:</b> Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation. <i>Internal communications:</i> memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation. <i>External communications:</i> Public notices, invitations to tender bid, auction, notices, etc; <i>Report writing:</i> planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports	11
<b>4. Persuasive messages:</b> Planning the persuasive message, common types of persuasive requests, principles of persuasive communication Effective communication and impact of information technology, Oral communication: nature and significance	11
<b>5. Reformulating and summarizing:</b> what is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries <i>Comprehension:</i> using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension	10
<b>Total</b>	<b>51</b>

### References:

- Lesikar, R. V. and Pettit, Jr J. D. (2002). Business Communication: Theory and Application, Tata McGraw-Hill.
- Taylor Shirley. (2002). Communication for Business, Pearson Education.
- Chhabra , T.N. & Ranjan Bhanu. (2004). Business Communication, Sun India.
- Chaturvedi P.D. & Chaturvedi Mukesh (2012).Business Communication, Pearson Education.

## FMS-106: BUSINESS ENVIRONMENT

### Objective:

The objective of the course is to develop an insight for basic factors of business environment and to develop their potential for understanding the different business environment component like socio-cultural; industrial, economic and technological environment. This course would be helpful in developing the business strategies at work.

COURSE	Contact Lectures
<b>1. Introduction:</b> The concept, Nature and significance of Business Environment, Historical Evolution of modern business enterprises, their structure and managerial personnel with special reference to India. Salient features of capitalism, socialism and socialistic pattern of society, Concept of Mixed Economy, Emergence of Public Sector and Joint sector.	10
<b>2. Socio-Cultural Environment:</b> Social interests and values-its implications for industrialization and Economic Growth. Ecology and Social Responsibility, Consumerism as an emerging Environmental force, ethics of Business, Social Audit.	9
<b>3. Industrial Environment:</b> Public sector Enterprises, Small Scale Industries, Privatisation, Industrial labour, Industrial sickness, Industrial Policy, Industrial Licensing, Workmen's Compensation act 1923.	11
<b>4. Economic Environment:</b> Foreign Exchange and management Act. MRTP Act. 1969 (as amended up to date); Fiscal and Monetary Policies, Government-Business relationship, MNC'S, Foreign Trade (Development and Regulation) Act, 1992 New Economic Policy. Protection of patent and trade marks.	11
<b>5. Technological Environment:</b> Choice of appropriate technology; problems in selecting appropriate Technology; Technology Transfer; Phases, Causes and Control of Business cycles. Problem of pollution and its control. Role of business and Management in controlling pollution, Technology policy, Technology and plant level changes, Restraints in a technological growth.	10
<b>Total</b>	<b>51</b>

### References:

- Puri,V.K. & Mishra, S.K.(2012) Economic Environment of Business, Himalaya Publishing House.
- Cherunilam Francis. Business Environmental Himalaya Publishing house.
- Chidambaram & Alagappan, Business Environment, Vikas Publishing House



## FMS – 107: COMPUTER APPLICATIONS

### Objectives:

It deals with basic concepts and quickly develops intermediate skills and techniques through practical hands on computer. It creates an understanding of MIS for future managers.

COURSE	Contact Lectures
<b>1. Fundamental and computer Application:</b> Computer application, Hardware, Software, Languages of computer, Operating system.	8
<b>2. MS-Word:</b> File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy Paste, merger, Letter Writing, Page Setup.	8
<b>3. MS.Excel/Basics:</b> Creating Worksheet, Entering and Editing Text, Numbers and formulas cells lookup tables, auto fill. <b>Rearranging work sheets:</b> Moving, copying, sorting, inserting deleting cells, deleting & parts of work shared, reaction at formulas to worksheet design changes. <b>Excel formatting:</b> Excel page setup. Auto format, manual format using styles; format painter. Changing font sizes and attributes. Wrapping text, using border buttons and command. <b>Working with graphics:</b> Creating and placing graphic objects, resizing positioning graphic	12
<b>4. Power Point basics terminology colour scheme:</b> Power Point templates, getting started. <b>Creating presentation:</b> Auto content wizard, inserting, deleting slides. <b>Working with text:</b> Editing and moving text, spell checking, finding and replacing text; formatting text-aligning text. <b>Show Time:</b> Arranging previewing and rehearsing slides, transition and Build effects, Deleting slides printing presentation elements creating overhead transparencies; sharing presentation tiles with other.	11
<b>5. Word wide web, ISP, http, IP Address, URL, HTML, XML, Creating e-mail ID, e-Mailing, Creating folders in e-mails, Attaching files, Downloading, e-Mail Spam, e-mail filters, e-Commerce, malwares, Cloud computing, Social media, Cyber security</b>	12
	8
<b>Practical:</b> A. Make new files and use of cut, copy, paste, merger. B. Creating and formatting tables using work excel. C. Creating and managing data files of agriculture management system. D. Use of Internet for World Wide Web browsing. E. Sending and receiving e-mails through e-mail POP 3 account. F. Creating worksheet and different types of graphs using excel. G. Creating slides and presentation using PowerPoint. H. Study of small and submission of report of the system in terms of suitable system.	
<b>Total</b>	<b>59</b>

### References:

- Ram, B. (2007). Computer Fundamentals: Architecture, New Age International.
- Gupta, A. K. (2003). Computer at a Glance. Place: Shree Publishers & Distributors.
- Arora., & Bansal .(2006). Computer Fundamentals. Excel Books .
- Sinha, P. K. (2004). Computer Fundamentals. New Delhi: BPB Publications.

## II Semester

### MHR-201: HUMAN RESOURCE MANAGEMENT

**Objective:** To increase student knowledge of theories and practices dealing with factors influencing people at workplace. It teaches the basic techniques of how an organization acquires rewards, motivates and manages its people effectively.

COURSE	Contact Lectures
1. <b>Introduction:</b> Concept, Importance Objectives, Nature & Scope of Personnel Management, Personnel Management as a Profession, Evolution & Development of Personnel Management, Function of Personnel Management & Organisation of Personnel Office, Roles of Personnel Manager, Position of Personnel Department.	9
2. <b>Human Resource Planning:</b> Concept, Macro and Micro levels HRP, HRP Process – Demand & Supply Forecasting Determining Human Resource Requirements, Action Planning, Monitoring & Control, HRP Redundancies & Reallocation of HR, HRP Techniques and Formulation, Technological Changes in HRP Controlling HR cost. <b>Human Resource Information System:</b> Concept, Application, Necessary Capabilities of HRIS, Steps in HRIS, Benefits and Limitation.	11
3. <b>Job Design and Job Analysis:</b> Job Design, Approaches, Need, Process, Job Analysis, Job Description, Job Specification, Employee Specification.	8
4. <b>Employee Compensation:</b> Definition & Objectives, Types, Factor Affecting, Employee Compensation, Problems in Compensation Planning, Wage – Meaning, Definition, Need for Rational Wage Policy, Components of Industrial Pay Structure, Methods of Wage fixation, Factors Affecting Wage Policy, Difference between Salary & Wages.	11
5. (a) <b>Fringe Benefits:</b> Concept, Principles, Classification, Importance, Fringe Benefits & Productivity, Fringe Benefits and IR, Fringe Benefits & Absenteeism, Fringe Benefits & Labor Turnover. (b) <b>Job Evaluation &amp; Job Pricing</b> – Job Evaluation Concept, Scope, Meaning & Methods, Job Pricing : Techniques, Pricing of Managerial Job.	11
<b>Total</b>	<b>50</b>

#### *Suggested Readings*

- Flippo, Edwin. B., (1980). Personnel Management. New Delhi: McGraw Hill.
- Gupta, P. K., & Chhabra, Susheel. Human Resource Information system. Himalaya Publications.
- Mamoria, C. B. Personnel Management, Himalaya Publications House.
- Scott. & Clothier., (1923). Personnel Management, A. W. Shaw Co.
- Singh, B. P., & Chhabra, (2005). PM & IR. Dhanpat rai & co.
- Strauss., & Sayles. (1960). Personnel Management. Prentice Hall Inc.
- Tripathi, P. C. (2002). PM & IR. Sultan chand & sons .
- Dessler, Gary. Human Resource Management. Pearson Education India.
- Dessler, Gary. & Warkkey, Biju, Human Resource Management. Pearson Education India.

## MHR-202: HUMAN RESOURCE DEVELOPMENT

**Objective:** It is designed to provide the importance of human factor in the organisation. It generates an understanding on the philosophy behind the concept of human resource development and its relevance in terms of individual, group and organizational development through various mechanisms.

COURSE	Contact Lectures
1. <b>Introduction:</b> Concept, Need Objective, Philosophy, Pre-requisites, Policies, HRD Action Plan, HRD – Responsibility, HRD as a System and Subsystems, HRD Process, Mechanism, Principles in Designing HRD System, Structure of HRD, HRD Approaches, Role of HRD in Organisation, Attributes of HRD Managers, HRD in Indian Industry.	12
2. HRD Strategies, HRD Styles, HRD Culture: OCTAPACE, Role of Top Management in Building HRD Culture	10
3. <b>HRD Audit:</b> Need, Concept, Role of HRD Audit in Companies, Methods and its limitations, Balance Score card Approach, HRD Score card Approach, appreciative enquiry.	10
4. <b>Recruitment:</b> Meaning, Methods of Acquisition, Recruitment, Placement and Induction, Promotion and Demotion, Transfer of Personnel, Separation. <b>Selection:</b> Concept, Policy, Process, Selection Tests – Types and its Application. Interviews – Meaning, Purpose and Types	10
5. HRD in organizations: selected cases covering HRD practices in different organizations.	8
<b>Total</b>	<b>50</b>

### *Suggested Readings*

- Tripathi P.C. Human Resource Development , Sultan Chand & Sons.
- Subbarao P. , 2007 ,Personnel/HRM : Text & Cases , Himalaya Publications
- Monappa Arun Managing Human Resource, Macmillan .
- Rao, Subba ,Human Resource Management , Konark publishers Pvt. Ltd.
- Mamoria C.B. ,Personnel Management , Vikas Publications, New Delhi
- Scott & Clothier, 1949 ,Personnel Management, McGraw Hill.
- Rao, TV, 2011, Human Resource Development; Sage Publications, New Delhi
- Rao TV, 2010, Balance score Card, Sge Publications, New Delhi
- Rao, TV, 1999, HRD Audit, Sage Publications New Delhi

## MHR-203: INDUSTRIAL RELATIONS

**Objective:** It aims at providing conceptual understanding of industrial relations and gives contemporary information on the country's legislative provisions for managing grievances and disputes in the organisation.

COURSE	Contact Lectures
1. <b>Industrial Relations:</b> Definition, Needs, Concept, Impact or IR on Production, Govt. role in managing IR, Functional requirements of good IR program, Factors in influencing Industrial Relations.	12
2. <b>Industrial Disputes:</b> Meaning, Causes, Types (Strikes, Lockouts, Demonstration, etc) Prevention & Settlement of Industrial Disputes.	10
3. <b>Industrial Democracy:</b> Concept, Workers Participation in Management, Prerequisites of WPM, Levels and Forms of participation.	9
4. <b>Trade Unionism &amp; Collective Bargaining</b> (a) <b>Trade Unionism :</b> Concept, Development of Trade Unionism, Problems of Trade Union, Functions of Trade Unions, Registration and Recognition of Trade Unions. (b) <b>Collective Bargaining:</b> Meaning, Objectives, Process of collective Bargaining, Prerequisites of Successful Collective Bargaining.	11
5. <b>Grievance Handling:</b> Concept meaning and objective, Process of Grievance Handling, Types of Grievance handling Process.	10
<b>Total</b>	<b>52</b>

### *Suggested Readings*

- Mamoria & Mamoria . Dynamics of IR (15<sup>th</sup> ed.). Himalayan Publications .
- Chahbra, T.N. (2005). IR concepts & Issues. Dhanpat Rai & Co.
- Yoder., & Staudher. (year).Personnel Management & IR . New Delhi: Prentice Hall Inc.
- Ahuja, K. K.. Personnel Management . place Kalyani Publications.
- Rao, Subba. P. Essence of HRM & IR: Text Cases & Games. Konark Publications.
- Tripathi, P.C. Personnel Management & IR. New Delhi: Sultan Chand & co.

## MHR-204: INDUSTRIAL PSYCHOLOGY

### Objectives:

It is designed to provide basic knowledge on various aspects of people in the workplace. The Industrial and organizational psychology is concerned with the social and psychological dimensions of people in the work setting.

Course	Contact Lectures
1. <b>Industrial Psychology:</b> Concept, Nature and Scope, Historical Development of Industrial Psychology.	10
2. <b>Individual Difference &amp; Psychological Tests:</b> Concept of Personality, Difference in Intellectual and personality traits, Nature of Psychological Tests, Steps in Test Development, Classification of Psychological Tests with examples.	11
3. <b>Human Engineering &amp; Industrial Accidents:</b> Quality of work life, Concept of Human Engineering, New Trends in Human Engineering, Principles of Human Performance, Working Condition, Psychological Factors related to Accidents, Reduction of accidents, Human and economics costs of accidents.	10
4. <b>Job Satisfaction and Employee Counseling:</b> Meaning, Concept, Nature, Importance, Measuring Job Satisfaction and its impact on Productivity and Motivation, Employee Counseling : Meaning, Need, Goals, Types Methods & Process.	11
5. <b>Morale:</b> Meaning, Characteristics, Determinants, Measuring Morale, Methods of increasing Morale, Morale & Productivity, Morale & Job Satisfaction.	8
<b>Total</b>	<b>50</b>

### *Suggested Readings*

- Ghosh,P.K. Industrial Psychology. New Delhi: Himalya Publications.
- Blum., & Neyler. Industrial Psychology. New delhi: Sage Publications.
- Schein, E. H. Organisational Psychology. Prentice Hall Inc.
- Ghosh, Prem. Kr. Industrial Psychology Management. Anmol Publications Pvt. Ltd.
- Sharan, A. K. Encyclopedia of Industrial Psychology. Anmol Publications Pvt. Ltd.

## MHR-205: FUNCTIONAL MANAGEMENT

### Objectives:

This course is designed to provide basic knowledge on various functional aspect of management. This will give them the idea to correlate the different functional areas operations while formulating sound HR strategies.

Course	Contact Lectures
<b>1. Marketing Management:</b> Functions of marketing: Scope of marketing, Core concepts of marketing such as Need, Want, Demand, Customer value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer loyalty, Marketing V/s. Market, Sales V/s. Marketing, 7 Ps of Marketing.	<b>10</b>
<b>2. Consumer Behaviour:</b> Meaning and importance of consumer behaviour, Comparison between Organizational buying behaviour and Consumer buying behaviour, five steps buyer decision process. Segmentation, Target Marketing & Positioning: Need for segmentation, Benefits of segmentation to marketers, Criteria for effective segmentation, Niche marketing, local marketing, and mass marketing. Concept of target marketing & Criteria for selection of target marketing. Concept of Differentiation and Positioning, Concept of Value Proposition.	<b>10</b>
<b>3. Financial Management:</b> Definition of Financial Management, Goals of Financial Management, Key strategies of Financial Management. <b>Financial Analysis:</b> Meaning, Nature, Objectives and limitation of financial analysis, Fund flow statement analysis (working capital basis), Cash flow statement analysis (Cash basis), Ratio Analysis (Interpretations of ratio analysis)	<b>10</b>
<b>4. Capital Budgeting:</b> Types of evaluating the project on the basis of payback period, NPV, IRR, PI, ARR. <b>Working Capital Management:</b> Components of working capital, operating cycle, types of working capital and its determinants, Assessment of working capital requirement.	<b>11</b>
<b>5. Operations and Supply Chain Management:</b> Definition, Concept, Significance and Functions of Operation and SCM, Customers view and Manufacturer's view, Concept of Internal customer. <b>Operations Processes:</b> Process characteristics in operations: Volume Variety and flow, Type of processes and Operations Systems- Continuous flow system and intermittent flow systems. <b>Process Product Mix :</b> Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product layout, Service systems, Service Blueprinting, Production planning & Control role and functions, Demand forecasting as a planning tool, Forecasting time horizon, Sources of date for forecasting, Accuracy of forecast, Capacity planning.	<b>11</b>
<b>Total</b>	<b>52</b>

### Suggested Reading:

- Philip T Kotler & Kevin Lane Keller – Marketing Management, Prentice Hall
- William J. Stanton, Michael J. Etzel, Bruce J. Walker- Fundamentals of Marketing , McGraw-Hill
- Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India
- Roberta S Russell & Bernard W. Taylor – Operations Management , Prentice Hall
- Pandey, I M , Financial management , Vikash Publishing
- M Y Khan & P K Jain – Financial Management ,Tata Mcgraw-Hill

## MHR-206: LABOUR LAWS

### Objectives:

It gives a brief insight on the constitutional framework of India. This course examines the law relating to the employment relationship. It focuses on the statutory and common law regulation of employment. It seeks to introduce to the students fundamental features of these provisions.

Course	Contact Lectures
1. <b>Factories Act, 1948:</b> Definitions, Approval, Licensing & Registration of Factories, Inspecting Staff, Provisions Regarding Health, Safety & Welfare, Hazardous Process, Working Hours of Adults & Holidays, Employment of Young Persons, Employment of Women, Annual Leave with Wages.	11
2. <b>Trade Union Act, 1926:</b> Definitions, Objectives, Provisions Regarding Registration of T.U., Rights and Duties of Trade Union, Constitution & Dissolution of T.U.	10
3. <b>Industrial Disputes Act, 1947:</b> Objects, Definitions, Authorities, Notice of Change, Grievance Settlement Authorities, Reference of Disputes to Courts & Tribunals and Procedure, Power and Duties of Authorities.	12
4. <b>Strikes &amp; Lockout, Lay off &amp; Retrenchment:</b> Special Provisions Relating to Lay off, Retrenchment and Closure, Unfair Labor Practices and Penalties.	8
5. <b>Industrial Employment (Standing Orders) Act, 1946:</b> Application, Submission of Draft of Standing Order, Certification and Operation of Standing Order, Appeal, Date of Operation of Standing Order, Duration and Modification of Standing Order, Payment of Subsistence Allowance, Salient features of Model Standing Order.	9
<b>Total</b>	<b>50</b>

### *Suggested Readings*

- Kapoor, N .D. Industrial Law. New Delhi: Sultan Chand Publications.
- Kumar, H.L. Labour Law. New Delhi: Jain Book Dept.
- Malik, P. L. Labour Law. New Delhi: Eastern Book Co.
- Srivastava, S. C. Industrial Law. New Delhi: Vikas Publishing House.
- Jain, S. P. Labour Law. New Delhi: Dhanapat Rai & Sons.
- Mishra. Labour Law. New Delhi: Allied Publications.

## MHR-207: ORGANISATIONAL BEHAVIOR

**Objective:** It is an interdisciplinary field dedicated to better understanding and managing people at work. The course develops an insight for various individual phenomena observed at workplace leading to human behaviour. It is both research and application oriented.

Course	Contact Lectures
<b>1. Introduction:</b> Concept, Nature of Organizational Behavior, Behavioral Science as an Interdisciplinary Subject, Need of Integrated Approach to Study Behavior, Significance of Behavioral Science for Managers, Understanding individual behaviour, OB Models, Challenges in OB.	<b>12</b>
<b>2. Perception and Attitude:</b> a. <b>Perception:</b> Meaning, Significance of Perception for understanding Human Behavior, Perceptual Process and Factors Influencing Perception. b. <b>Attitude:</b> Meaning, Concept, Significance, Sources, Types, Significance of Attitude for understanding Human Behavior, Values and attitude, Attitude formation, Measurement of Attitude, Cognitive Dissonance Theory, Attitude Change.	<b>12</b>
<b>3. Personality and Learning</b> a. <b>Personality:</b> Concept, Factors influencing Personality, Theories of Personality. b. <b>Learning:</b> Concept, Process, Learning Theory and OB, OB Modification, Meaning, Steps in OB Modification Process.	<b>10</b>
<b>4. Motivation:</b> Motivation and Nature of Human Behavior, Process, Theories of Motivation, Application, Maslow's need hierarchy, Herzberg's two factor theory, Vroom's expectancy theory, Theory X, Y and Z; Work designing for creating motivating job.	<b>9</b>
<b>5. Individual Decision Making:</b> Types, Approaches, Process, Guidelines for Effective decision making; Psychological contract, organizational citizenship behaviour.	<b>8</b>
<b>Total</b>	<b>51</b>

### *Suggested Readings*

- Robbins., Stephans. P. (2007). Organizational Behavior. Prentice hall Inc.
- Fred, Luthans Organizational Behavior. UK: McGraw Hill.
- G, Moorhead., & Griffith. (2007). Organizational Behavior. Houghton Muffin Co.
- Davis, Keith. (1989). OB: Human Behaviour at Work. McGraw Hill Inc.
- Ashwathappa, K. (2006). Organizational Behavior : Text & Cases . Himalaya publications.
- Rao, V.S.P., & Narayana , P. S. Organisation Theory and Behaviour . Konark publications
- Singh , Kavita , Organizational Behaviour , Pearson



**MHR-301: TRAINING & DEVELOPMENT****Objectives:**

It develops understanding on the concepts and principles of training and development (T&D). To familiarize with tools and techniques involved in T&D. It gives insight on how to design, organize, implement and evaluate training in an organizational setting.

<b>Course</b>	<b>Contact Lectures</b>
<b>1. Introduction:</b> Concepts of Learning, Training, Education and Development, Transfer of Learning, Role of Learning in T & D, Adult Learning, Distance Learning.	<b>10</b>
<b>2. Training Need Identification (TNI) :</b> Objective, Need, Approaches to TNI, Training Need Assessment (TNA), Application of TNA in Organisation, Stages of TNA, Classification of Corporate Training Needs, Relation of Training Need with Career Life – Cycle, Determining Training Need at Level of performance, Obtaining Information, Influences on TNI, Who Identifies Training Need, Comparing Data, Analyzing Training Needs.	<b>12</b>
<b>3. Conducting the Training Programmes :</b> Planning, Organizing, Preparing session plan, Budgeting & Controlling of Training Programs, Drafting training proposal, Organisation & Structure of Training & Development, Training Methodology, Management Development through Training.	<b>9</b>
<b>4. The Trainer and Training Aids:</b> Audio – Visual Aids in Learning, Computer Based Training, Designing Training Program, Conducting Training Program, Qualities of an Effective Trainer.	<b>10</b>
<b>5. Evaluation of Training Programs :</b> Concept, Need, Principles, Evaluation Design, Evaluating Transfer of Learning on the Job, Techniques & Problems in Measurement of Training, Feedback.	<b>9</b>
<b>Total</b>	<b>50</b>

**Suggested Readings**

- Craig, L. R. Training & Development Handbook. New York: ASTO/McGraw Hill.
- Taylor, .& Lippitt. Management Development & Training Handbook. UK: McGraw Hill.
- Dugan, L. (1985). Approaches to Training & Development. Perseus books.
- Chaudhary, D. P. Training Methodology & Development. Himalaya Publishing House.
- Virmani., & Seth. Evaluating Management Training & Development. New Delhi: Vision Books.
- Lynton., & Pareek . Training & Development. New Delhi: Sage Publications.
- ISTD. Diagnosing Management Training & Development Needs. New Delhi: ISTD.

## MHR-302: MANAGING ORGANIZATIONAL CONFLICT AND STRESS

### Objectives:

Providing a theoretical framework for understanding human behaviour with focus on interpersonal relations through transactional analysis and various conflict handling strategies. The paper also aimed at to develop the understanding about various methods of assessing personal and organizational stressors, and indicating ways of coping with stresses.

Course	Contact Lectures
1. <b>Conflict</b> :Nature, Levels of conflict, Transitions in Conflict thought, Sources of Conflict, Effect of Conflict, Model of Conflict, Reactions to Conflict, Managing conflict, Assertive Behavior	12
2. Strategies for Conflict Resolution, Role of Conflict in organization, <i>Negotiation</i> : concept, Bargaining strategies, Guideline for effective negotiation.	8
3. Transactional Analysis, Johari Window, Organizational Citizenship, Cooperation, Mutual Assistance in Work-setting and its various aspects, Competition, Reciprocity, Individualism V/s collectivism.	11
4. <b>Stress</b> :Meaning, Nature, Causes, Consequences, Types, Physiological, Psychological Sources, Managing Stress at Work place, Coping strategies for Stress, Stress and Job Performance, Stress vulnerability, Approaches to stress Management., Role of Counseling in stress Management.	12
5. <b>Meditation and Muscle Relaxation</b> : Meditation and Muscle Relaxation theory, and other usefulness in managing stress.	8
<b>Total</b>	<b>51</b>

### Suggested Readings

- Chandan , Jit. S. (1998) Organizational Behaviour. New Delhi: Vikas Publishing House.
- Laurie, J. Mullins. (YEAR). Management & Organizational Behaviour. Prentice Hal Inc.
- Newstron, John. W., & Davis, Keith. Organizational Behaviour. Irwin/McGraw Hill publication.
- Luthans, Fred. (2004). Organizational Behaviour. McGraw Hill publications.
- Aswathappa, K.. Organizational Behaviour. Himalaya Publishing House.
- Greenberg, Jerald., & Baron, Roberst. A Behaviour in Organizations. New Jersey: Pearson Education Inc.

## MHR-303: CAREER AND PERFORMANCE MANAGEMENT

### Objectives:

The course aims at imparting basic concepts on competency and its link to HRD. It facilitates learning of stages in career planning and development. It develops skills for managing performance of employees.

Course	Contact Lectures
<b>1. Competencies Basic Concept:</b> Meaning, Definitions, Concept of Competencies, Evolution of Competencies, Categorization of Competencies-Generic Competencies, Managerial Competencies, Technical, Functional, Human Competencies, Core Competencies, Behavioral Competencies, Threshold Competencies. Business Competencies, HRD Competencies, HRD Roles.	<b>12</b>
<b>2. Competency Framework &amp; Mapping :</b> Need for Competency Frameworks, Development of Competency Framework for Organization, Process of Developing Competency Directory, Job Analysis, Role Analysis, Competency Mapping Process, Competency Evaluation-Assessment Centers, Behavioral Event Interview, Job Simulation, Structured Interviews ,Focused Group Discussion, Panel Interview,360 <sup>0</sup> Appraisal, Day in the life of a Subject, etc,.	<b>9</b>
<b>3. Career Planning :</b> Meaning, Stages in Career Planning & Development, Process of Career Planning and Development, Succession Planning, Career Development Actions, Advantages and Limitations of Career Planning.	<b>8</b>
<b>4. Performance Appraisal :</b> Concept, Importance, Process, Methods-Traditional Methods-Graphic Rating Scale, Ranking Method, Paired Comparison Method, Forced Distribution Method, Checklist Method, Critical Incident Method, Essay Appraisal, Group Appraisal, Confidential Report & Modern Methods-Behaviorally Anchored Rating Scales, Assessment Centre, Problem of Performance Appraisal-Halo effect, Horn Effect, Central Tendency, Leniency & Strictness Error, Recency Effect, Uses of Performance Appraisal and concept of Potential Appraisal.	<b>12</b>
<b>5. Management By Objectives:</b> Meaning, Process of MBO, Management Guide, MBO – Benefits and Limitations.	<b>9</b>
<b>Total</b>	<b>50</b>

### *Suggested Readings*

- Tripathi, P. C. Human Resource Development. Delhi: Sultan Chand & Sons.
- Ashwathappa, K.. Human Resource/Personnel Management. Tata McGraw Hill.
- Dessler, Gary. Human Resource Management. Pearson education India.
- Flippo, Edwin. B. (1979). Personnel Management. McGraw Hill Inc.
- Rao, T. V. HRD Missionary. Pearson Education India.
- Pareek, Uday. Designing and Managing HR System. New Delhi: Oxford & IBH Pub. Co.

## MHR-304: STRATEGIC HUMAN RESOURCE DEVELOPMENT

### Objective:

To develop the perspective of strategic Human Resource Management by distinguishing it from traditional view, and understanding the relationship of HR strategy with overall corporate strategy in context of changing work environment and diversity. It also aims at developing a cognitive framework to appreciate the impact of culture on managerial behaviour and business processes.

Course	Contact Lectures
<b>1. Changing Environment of Organisation:</b> Changing Business Environment, Significance of Changes, Globalization & Liberalization and Forces for change.	<b>10</b>
<b>2. Strategic Responses of Organizations to Changing Business Environment:</b> Brief Encounter on Mergers, Acquisitions, Takeovers, Demergers, Diversifications, Disinvestment, Joint-ventures, Quality Strategies, Setting of Vision, Mission & Objectives, Technological Upgradation, Delaying, Setting of Strategic Business Units.	<b>11</b>
<b>3. HRD Strategic Perspective:</b> Human Resource Development for Competitive Advantage Business Strategy and HRD, HRD and Organizational Performance.	<b>10</b>
<b>4. Strategic HRD – Systems, Practices &amp; Facilitators:</b> Compensation, Working Conditions, Training, Performance Appraisal, Job-Enrichment, Career Planning, Communication, Involvement & Empowerment, Concerns of Top Management, Trade Unions, Supervisions and Workers, Industrial Relations Scenario, Employment Externalization, Contingent Employment, Downsizing and Outsourcing of Services.	<b>11</b>
<b>5. Role of HRD in implementation of Strategic Responses viz, Mergers, Acquisitions, Takeovers, Quality Strategies, Disinvestments, Benchmarking, Joint-ventures, Downsizing, Outsourcing, Vision, Mission &amp; Objectives Statements, Structure Related Response, Strategic Business Units etc.</b>	<b>8</b>
<b>Total</b>	<b>50</b>

### *Suggested Readings*

- Willey, V. R. K. Strategic Approach to HRM. New Delhi: Wiley eastern Ltd.
- Mobey, Christopher. Strategic HRM. McGraw Hill.
- Rao, T. V., & Verma, K. K. Alternative Approach on Strategies of HRD. New Delhi: Rawat Pub.
- Kandula, R. Srinivas. (2002). Strategic HRD. Prentice Hall Inc.
- Greer, Charles. R. (2001). Strategic HRM. Prentice Hall Inc.
- Armstrong. Handbook of Strategic HRM (5<sup>th</sup> Edition). Kogan Page.

## MHR-305 ENTREPRENEURSHIP

### Objective:

To course aimed to develop the entrepreneurial attitude and aptitude among the students. This will also orient the students to establish themselves as job creators rather the job seekers with basic competencies required to be a successful entrepreneur.

Course	Contact Lectures
<b>1. Entrepreneurship-</b> Concept, Meaning & Definition of Entrepreneur, Internal and External Factors, Role of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Development of entrepreneurship; stages in entrepreneurial process. <b>Women Entrepreneurship:</b> Meaning, Need & History of Women Entrepreneurship, Demographics, Challenges for Women Entrepreneur, Encouragement of Women Entrepreneurs, Women Entrepreneurship in India. Social Entrepreneurship, Rural Entrepreneurship.	<b>12</b>
<b>2. Creativity and Innovation-</b> Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical , Creative problem solving – Brainstorming , Value Analysis, Risk Analysis , Innovation , HRD Strategy to boost Innovation , Entrepreneurial Human Resource Strategy.	<b>10</b>
<b>3. Forms of Business Organisation and its Financing-</b> Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company. Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new- venture proposals; Evaluating the Venture Capital- process; Sources of financing for Indian entrepreneurs. Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.	<b>11</b>
<b>4. Entrepreneurship Opportunities &amp; HR Consultancy</b> The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Introduction, History, Profession or an Industry, Role of Consultant, Environmental Changes and Role of Consultancy, Skills Required for Consultancy, Elements of a Consultancy Practice and Approaches to Consulting, Role of Internal Consultant.	<b>12</b>
<b>5. Legal Dimensions of Business - Intellectual Property Protection-</b> Patents, Trademarks and Copyrights – importance for startups, Legal acts governing business in India; International entrepreneurship- opportunities and challenges; Intrapreneurship.	<b>8</b>
<b>Total</b>	<b>53</b>

### Suggested Reading-

- Kumar, Arya, *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*, Pearson,
- Holt, D. H. (1992). *Entrepreneurship: New venture creation*. Prentice Hall.
- Hunger, J. D. & Wheelen T. L. (1999). *Strategic Management*, Addison-Wesley.
- Dollinger, M. J. (1999). *Entrepreneurship*. Prentice-Hall.
- Couger, C. (1999). *Creativity and Innovation*. IPP.
- Jacob, N. (1998). *Creativity in organizations*. Wheeler Pub..
- Jonne, & Ceserani. (2001) *Innovation & Creativity*. Crest.
- Hishrich., Peters, *Entrepreneurship: Starting, Developing and Managing a New Enterprise*, Irwin.
- Craig, R. L. *Training and Development Handbook*. McGraw-Hill Training Series.
- Sadler, P. (2001). *Management Consultancy: a handbook for best practice*. Kogan Page Publishers.

## MHR-306- ETHICAL ISSUES IN MANAGEMENT

### Objectives:

It aims at developing awareness and understanding on the ethical issues and value system that will help us navigate through difficult and complex ethical decisions related to management of human resources in the organisation. It attempts to develop an insight on Gandhian Philosophy and natural justice.

Course	Contact Lectures
<b>1. Business Ethics &amp; Values:</b> Introduction to Business Ethics, Ethics, Morals & Values, Terminal values and Instrumental values, Concepts of Utilitarianism and Universalism – Theory of rights, theory of Justice – Virtue ethics – Ethics of care – Law and Ethics, The Nature of Ethics in Management, Business Standards and Values, Moral responsibility and Blame, Gandhian Philosophy- Truth , Peace, Love and Non- Violence.	11
<b>2. Ethics and Environmental Ethics :</b> Environmental Pollution & Society, Ethical climate, Ethics in Human Resources management (Recruitment and promotion policies, Working Conditions, Down Sizing Workforce, wages, Human rights, child Labour), Ethical issues at the Top management .	11
<b>3. Complexity of Ethical Issues:</b> Conflicts in decision making from ethical and economic point of view- Ethical Dilemma -Managing ethical dilemma, Managerial integrity and decision making. Job discrimination and its nature, Rights and duties, Misconception about Business Ethics.	11
<b>4. Spirituality and Society–</b> Spirituality, Key Elements of Spirituality, Aims of Spirituality, Instruments to achieve Spirituality, Indian spiritual Tradition, Challenges to Spiritual development, Spirituality and Religious Values of Society.	11
<b>5. Ethical issues and Corporate governance-</b> Global E- Business, Ethical Leadership in Business, Ethical issues of Manager and Take-over, Corporate Code of Ethics, Administration and Social Ethics, Ethics and information technology, The Employee Obligation's To The Firm, The Firm's Duties to The Employee. Corporate Social Responsibility, Intellectual property rights like designs, patents, trade Marks, copy right etc, Corporate Governance, theories and models of corporate governance, e-governance, corporate governance framework in India, whistle blowing, concept of CSR, CSR models and drivers.	12
<b>Total</b>	<b>56</b>

### References:

- Manuel, G. Velasquez. Business Ethics: Concepts And Cases. Prentice' Hall Of India.
- R., Joseph. Business Ethos And Values. Anmol Publication Pvt Ltd.
- Kumar, A., Joshi, K. M., & Jagani, B. J. Ethical Issues In Management. Commonwealth.
- Kaushal, Shyam. L. Business Ethics: Concept, Crisis and Solutions. D&D Publication Pvt. Ltd.
- Hartman, L. P., & Chatrjee, Abha. Perspectives In Business Ethics. Tata McGraw Hill.
- Bhatia, S. K., Business Ethics and Corporate Governance. D&D Publication Pvt. Ltd.

### **MHR-307: SUMMER TRAINING PROJECT & VIVA VOCE**

**Objective:**

It gives an opportunity to observe and feel the working environment of industries. Learning by observing and doing is the main objective of summer training project. Exposure to real work life experiences helps to develop the application part of the class room teaching.

The Candidates will be required to submit a Project Report based on their summer training which will be six to eight weeks just after 2<sup>nd</sup> Semester examination (during summer vacation).

The candidate has to defend his/her project work compulsorily before the panel of experts, which will be of 100 marks and will be evaluated as under.

- Subject Matter of the Report      75
- Viva Voce                                      25

A Board of examiner committee of 2 members (one External & one Internal) will evaluate the report & conduct Viva Voce.

**MHR-401: LEADERSHIP AND GROUP DYNAMICS****Objectives:**

The basic concept related to groups, dynamics of groups and team building are discussed besides developing a better awareness of how they can be better facilitator for building effective teams. It gives and understanding of how leadership, influence and power are related to various facets of organizational life at the individual, group and organizational level.

Course	Contact Lectures
1. <b>Group:</b> Meaning, Functions, Types, Reasons for joining Group, Stages of Group Development, Characteristics and Advantages, Disadvantages of Informal Groups. <b>Group Dynamics:</b> Concept, Group Norms, Group Cohesiveness, Group Think, Group Shift and Group Decision Making Techniques.	<b>12</b>
2. <b>Team and Team Building:</b> Concept, Types, Teamwork, Life Cycle of Team, and Ingredients of Effective Team Building Process – Skills useful in Team Building, Self-managing Teams.	<b>8</b>
3. <b>Leadership Basics, Power &amp; Politics:</b> Styles, Distinction between Leadership, Headship, & Managership, Source of Power, Factors Determining Power Relationship, Organization Politics.	<b>9</b>
4. <b>Approaches to Leadership:</b> <i>Trait Approach:</i> Negative leadership Traits; <i>Attitudinal Approaches:</i> Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likerts's Management System, The Leadership Grid <i>Situational Approaches:</i> Tannebaum-Schmidt Continuum, Fiedler's Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model	<b>11</b>
5. <b>Contemporary Issues in Leadership:</b> Inspirational approach to leadership: Charismatic Leadership, transactional and Transformational Leadership. Contemporary Leadership Roles: Mentoring, self Leadership and E-Leadership	<b>10</b>
<b>Total</b>	<b>50</b>

***Suggested Readings***

- P, Robbins. Stephan. Organizational Behaviour. New Delhi: Prentice Hall Inc.
- Newstorm. & Davis Keith. (2006). OB : Human Behaviour at Work. McGraw Hill.
- Rao, V.S.P. & Narayan. Organization Theory & Behavior. Delhi: Konark Pub. Pvt. Ltd.
- Prasad, L. M. Organisational Behaviour. New Delhi: Sultan Chand & Sons.
- Hersay., & Paul. Management of OB : Utilizing Human. Prentice Hall Inc.
- Chandan, J. S. (2004). Organisation Behaviour. Vikas Publishing House.
- Hersey, P., Blanchard. K. H., & Johnson, D. E. (2001). Management of Organizational Behaviour: Leading Human Resources. Prentice Hall.



## MHR-402: TQM & ISO 9000

### Objective:

The basic objective of this paper to introduce the students to basic concepts of total quality management (TQM) and sensitize them for quality management practices. It is also focused on various tools and techniques for optimizing effectiveness at work.

Course	Contact Lectures
1. <b>Introduction:</b> Quality: Concept, Role, Principles of TQM, Tools & Techniques of TQM, Total Quality Concept. Contribution of Deming, Juran, Ishikawa, Crosby & Canbay in the Development of TQM.	<b>10</b>
2. TQM Principle, Approach, Objectives, Scope, Key activity areas, Principles, Key issues for achieving TQM objectives, Steps for implementing TQM Principles.	<b>9</b>
3. Tools and Techniques for TQM, Needs, Impact Areas for Application, Creativity & Innovations, Deming's PDCA Cycle, Poka-Yoke, Just in Time, Kaizen, Zero Defect Programme, 5 S, Kanban, Taguchi's Quality Loss Function.	<b>11</b>
4. Strategic tools and techniques, Benchmarking, Business Process Reengineering, Six Sigma, Statistical tools and techniques. Flow diagram, Check sheets, Charts, Histogram, Scatter Diagram, Pareto Analysis, Cause & Effect Diagram.	<b>12</b>
5. Interpretation of ISO 9000 and uses, Problem solving with "7 Tool", Documenting the Quality System, Implementation of ISO 9000 Methodologies, Exposure, Training & Certification, Introduction and Highlights of ISO 14000 Standards for Environment Management.	<b>11</b>
<b>Total</b>	<b>53</b>

### Suggested Readings

- Sharma, D. D. TQM : Principles, Practices & Cases. New Delhi: Sultan Chand & Sons.
- Greg, Bounds et Al., TQM: Towards the Emerging Paradigm. New York: McGraw Hill.
- Conti, Tito. Building Total Quality : A Guide for Mgt. Chapman & Hall.
- S, M. Sundara. Raju. (1995). Total Quality Management. New Delhi: Tata McGraw Hill.
- Baghchi, T. ISO 9000. A H Wheeler & Co. Ltd.
- Dennis, Lock. Handbook of Quality Management. Ashgate Pub. Company.

## MHR-403: LABOUR WELFARE & INDUSTRIAL DISCIPLINE

### Objective:

The course deals with employee welfare as a comprehensive term including various services, facilities and amenities provided to employees for their betterment. It develops awareness on voluntary and statutory measures of employee welfare. It also highlights on means of industrial discipline for peace-making in the industry through code of conduct.

Course	Contact Lectures
1. <b>Labour Welfare</b> : Concept, Scope, Significance, Voluntary and Statutory Measures of Social Welfare, Role of Labour Welfare Officer.	<b>11</b>
2. <b>Social Security</b> : Origin, Growth, Scope, Benefits, Limitations of Social Security, Social Insurance, Commercial Insurance and Social Assistance, Brief Idea on Social Security Measures in India- Pradhan Mantri Jan Dhan Yojana, Mahatma Gandhi National Rural Employment Guarantee Act, 2005, Pradhan Mantri Jeevan Jyoti Bima Yojana and Pradhan Mantri Suraksha Bima Yojana	<b>13</b>
3. <b>Industrial Discipline</b> : Meaning, Principles and Importance of Discipline, Discipline and Productivity, Work Ethics & Discipline, Forms of Indiscipline with Respect to Industries, Code of Conduct and Code of Discipline.	<b>10</b>
4. <b>Domestic Enquiry</b> : Concept, Principles of Natural Justice, Process of Conducting Domestic Enquiry, Determination of Punishment.	<b>10</b>
5. Absenteeism, Labor Turnover, Suspension, Dismissal and Discharge.	<b>10</b>
<b>Total</b>	<b>53</b>

### Suggested Readings

- Sharma, A.M. Aspects of Labour Welfare & Social Security. N Delhi: Himalaya Publishing.
- Memoria., & Memoria . Dynamics of IR. New Delhi: Himalaya Publishing House.
- Monappa, Arun .Industrial Relation . Tata McGraw Hill
- Sharma , A.M. IR : Conceptual and Legal Frame Work. New Delhi:Himalaya Publishing House.
- Srivastava , S.C. Industrial & Labour Law. New Delhi: Vikas Publishing House.
- Punekar , Deodhar. Labour Welfare & Trade Union. Himalaya Publishing House.

## MHR-404: ORGANIZATIONAL CHANGE & DEVELOPMENT

### Objectives:

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help to develop the students as potential change agents and OD professionals. It develops insight in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.

Course	Contact Lectures
<b>1. Organisational Change:</b> Concept Forces for Change, Managing Planned Change, Resistance to Change, Approaches to Managing Change	<b>9</b>
<b>2. Organisational Effectiveness:</b> Concept, Factors, Organizational Effectiveness Approaches, Maximization Versus Optimization of Effectiveness, Integration of Individual & Organisational Goals, Effectiveness through Adaptive Coping Cycle <b>Organisational Climate:</b> Concept, Factors Affecting Organizational Climate, Measurement of Organizational Climate.	<b>11</b>
<b>3. Organizational Development:</b> Concept, Scope, Historical Perspective, Characteristics, OD Process <b>OD Interventions:</b> Concept, Nature, Sensitivity Training, Team – Building, Survey Feed Back, Process Consultation, Grid – OD, System 4 Management. Action Research & OD	<b>9</b>
<b>4. Talent Management:</b> Concept and approaches, framework of talent management, talent identification, integration, and retention, knowledge management, , learning organizations and organizational learning	<b>10</b>
<b>5. Employee engagement and employer branding</b>	<b>10</b>
Total	<b>50</b>

### Suggested Readings

- French., & Bell. Organisational Development. Prentice Hall Inc.
- French & Kast, (1985). Understanding Human Behaviour. Harper & Row Publishers.
- Chakraborty. Managing Organizational Change. New Delhi: Prentice Hall Inc.
- Bennis, Warren. G. (1966). Changing Organizations. McGraw Hill.
- Davis, Keith. (1989). Human Behaviour at Work. McGraw Hill inc.

## MHR-405: SOCIAL SECURITY AND COMPENSATION LAWS

### Objectives:

The course aims at developing a legal insight on different aspects of wages and compensation laws. It deals with the statutory provisions guiding compensation and remuneration offered by the employer.

Course	Contact Lectures
<p><b>1. Main aspects of Contract Labour (Regulation and Abolition) Act,1970</b> The Advisory Boards, Registration of Establishments employing Contract labour, Licensing of contactors, Welfare and health of Contract Labour</p>	<b>10</b>
<p><b>2. Main Aspects of;</b> <b>Minimum Wages Act, 1948 :</b> Fixing of minimum rates of wages, Minimum rates of wages, Procedure for fixing and revising minimum wages, Correction of errors, Wages in kind, Payment of minimum rates of wages, Fixing hours for a normal working day, Wages of workers who works for less than normal working day, Wages for two or more classes of work &amp; claims <b>Payment of Wages Act, 1936 :</b> Responsibility for payment of wages, Fixation of wage periods, Time of Payment of wages, Wages to be paid in current coin or currency notes, Deductions which may be made from wages, Fines, Deductions for absence from duty, Deductions for damage or loss, Deductions for recovery of loans, Deduction for payments to cooperative societies and insurance schemes, Claims arising out of deductions from wages or delay in payment of wages and penalty for malicious or Vexations claims, Appeal</p>	<b>12</b>
<p><b>3. Main Aspects of :</b> <b>Employees Provident funds and Miscellaneous Provisions Act, 1952 :</b> Establishments to include all Departments and Braches, Power to apply act to an establishment which has a common provident fund with another establishment, Employees provident fund schemes, Central Board, Executive Committee, State Board, Board of trustees to be body Corporate, Appointment of officers, Contributions and matters which may be provided for in schemes, Employees pension scheme, Employees Deposit – Linked Insurance scheme, Laying off schemes before Parliament, Modification of schemes, Determination of money due from Employers. Employers’ provident funds Appellate Tribunal, Appeals to Tribunals, Inspectors</p>	<b>13</b>
<p><b>4. Main aspects of :</b> Workmen’s Compensation Act, 1923; Workmen’s Compensation. Employees State Insurance Act, 1948: Corporation, Standing committee and Medical benefit council, Finance and Audit, Contributions, Benefits, Adjudication of Disputes and Claims.</p>	<b>12</b>
<p><b>5. Main aspects of :</b> Payment of Bonus, Act 1965 : Establishment to include Departments, Undertakings and Branches, Computation of Gross Profits, Computation of Available Surplus, Sums Deductible from Gross Profits, Calculation of Direct Tax Payable by Employer, Eligibility for Bonus, Disqualification for Bonus, Payment of Minimum Bonus, Payment of Maximum Bonus, Calculation of Bonus with respect to certain Employees, Proportionate Reduction in Bonus in certain cases, Special Provisions with Respect to certain Establishments, Deductions of certain amounts from Bonus,</p>	<b>8</b>

Time limit for Payment of Bonus, Recovery of Bonus due from an Employer, Reference of Disputes under the Act. Payment of Gratuity Act, 1972 : continuous Service, Payment of Gratuity, Compulsory Insurance, Nomination, Determination of Amount of Gratuity, Recovery of Gratuity, Protection of Gratuity.	
<b>Total</b>	<b>55</b>

### **Suggested Readings**

- Kappor, N. D. Industrial Laws. New Delhi: Sultan Chand & Sons.
- Malik . Industrial Laws. Eastern Book Company.
- Sethi, K. L. India Labour legislations, Indore: United Law Publishers.
- Chkrabotry, B. K. Labour Laws in India. Prentice Hall Inc.
- Misra, S. N. Labour & Industrial Laws. New Delhi: Allied Publications.

## MHR-406: EMERGING ISSUES IN HRM

### Objectives:

It generates awareness on the emerging issues in the field of human resource management such as the changing role of HR in response to diversity and changing business environment. The course enables the students to become aware of human emotions and dealing with it. Issues like knowledge management, bench marking and human resource information system has been dealt in the course.

Course	Contact Lectures
<b>1. International HRM:</b> Dynamic Environment of International Management, Global Workforce, International Human Resource Management.	<b>10</b>
<b>2. Cross-Cultural Management:</b> Recruitment, Selection Process, Expatriates, Expatriation & Repatriation management, performance appraisal, training & Development, Compensation, Women in international business, dual career group, international industrial relations, quality circles, participative management.	<b>11</b>
<b>3. Emotional Intelligence:</b> Concept, Mental and emotional intelligence, importance, application, developing emotional intelligence, Ability model, Mixed model and Trait EI model, Spiritual intelligence	<b>10</b>
<b>4. Human Resource Accounting:</b> Concept of Human Capital, Its nature, Human Capital and Family, Human capital and Economic Development, Uses of HRA, Human Resource as an Asset, Investment in Human Capital : Effect on Earnings, Investment in Human Capital : Rate of Return.	<b>11</b>
<b>5. Measuring Human Resource Cost and Value:</b> Concept & Methods of measuring HR Cost. Determining <b>Human Resource Value</b> – Concept & Theory, Monetary Measurement Methods – H.R.A. Modals, Non Monetary Measurement Methods, H.R.A. in India.	<b>11</b>
<b>Total</b>	<b>53</b>

### References -

- Morton, Clive. Newall, Andrew., & Sparkes, Jon. Delivering Competitive Advantages. Jaico Publishing House.
- Holsapple, Clyde. W. (editor). (2003). Handbook on Knowledge Management. Springer Paperback edition.
- Devrajan. Emerging trends in HR management. R Response Books.
- Mallin, Christine A. Corporate governance (Indian eds), Oxford University Press, New Delhi
- Blowfield, Michael and alan Murray, Corporate responsibility, Oxford university Press.
- Sharma J.P. Corporate governance and social responsibility of business, ave books, New Delhi
- Prasad, L. M. (2011).Organizational Behaviour. Sultan Chand & Sons.
- Armstrong, Michael. HRM Practice. London: Kogen Page.
- Singh, Ajay Kumar, (2005), 'Accounting for Human Resource: Acquisition Development and Retention, Delhi: SHTR.

## **MHR-407: DISSERTATION REPORT & VIVA VOCE**

### **Objective:**

The course work builds research attitude among the students. It is focused on developing the student skill in conceptualization, collection of data and analysis, interpretation of data in form of a report on issues related to the different aspects of human resource development studied in the four semesters. The student gets an opportunity to carry out an in-depth study on a particular topic related to the field. The students learn to defend their work in front of experts.

The Candidates will be required to submit a Project Report and make a Presentation, which will be of 100 marks and will be evaluated as under

The candidate has to defend his/her project work compulsorily before the panel of experts, which will be of 100 marks and will be evaluated as under.

- Subject Matter of the Report
- Viva Voce

A Board of examiner committee of 2 members (one External & one Internal) will evaluate report & conduct Viva Voce.