

Syllabus

BOS Held on 16.04.2012

**Masters in
Business Administration (HRD)
MBA (HRD)
Two Year Full Time PG Programme**



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

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

SEMESTER -I

FMS - 101: PRINCIPLES OF MANAGEMENT

- 1. Managing in today's Environment:** Meaning, Definition, Characteristics of Management, Management VS Administration Management- Art, Science and Profession, Professional Management in India, Arguments for and Against Professionalisation, Levels of Management, Skills of a Manager, Development of Management thought.
- 2. Theories of Management:** Evolution of management thought-Contribution Taylor, Weber and Fayol management and modern management theories, CK Prahlad.
- 3. Managing the Organisation Resources:** 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.
- 4. The anatomy of an Organisation:** 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.
- 5. Managerial Control:** 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.

References:

Industrial Organization and Mgt.	B. Jha	Novelty Publisher
Principle & Practice of Mgt.	L.M. Prasad	Sultan Chand & Sons
Mgt. Concepts & Practices	Dr. C.B. Gupta	Sultan Chand & Sons
Management	Koontz & Weihrich	Tata McGraw-Hill
Company to Company	Andrew Littlejohn	Cambridge University Press

FMS 102: ACCOUNTING AND FINANCIAL ANALYSIS

- 1. Overview:** Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard
- 2. Mechanics of Accounting:** 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.
- 3. Analysis of financial statement;** 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
- 4. Funds flow statement:** Meaning; Concept of Gross and Net Working Capital; Preparation of schedule of change in working capital; Preparation of funds flow statement and its analysis
- 5. Cash flow statement:** Various cash and non-cash transaction, flow of cash, Cash from operation, preparation of cash flow statement and its analysis

References:

- | | |
|----------------------------------|---|
| S K Bhattacharya & John Dearden- | Accounting for management (Vikas), 1987, 8th ed. |
| Jain S P & Narang K L – | Advanced Accounting (Kalyani) |
| S N & S K Maheshwari- | Corporate Accounting (Vikas), 1995. |
| Robert Anthony & Hawkins- | Accounting Text and Cases, 1995, Richard D. Irwin London. |
| Financial and Mgt. Accounting | S.N. Maheshwari Sultan Chand & Sons |

MANAGERIAL ECONOMICS

FMS - 103:

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

References:

Principles of Economics	D.M.Mithani	Himalaya Publishing
Fundamental of Business Economics	Mithani & V.S.R.Murthy	Himalaya Publishing
Principles of Economics	D.N. Dwivedi	Vikas
PublishingManagerial Economi	P.L. Mehta	Sultan Chand &
SonsManagerial Economics	R.L.Varshney Mahesh	Sultan Chand & SonsManagerial
Economics for Managerial decision	Pandey & Pandey	Himalaya Publishing House

RESEARCH METHODOLOGY

FMS- 104

1. **Introduction:** Meaning, Definition, Characteristic, Objectives, Significance, Process of Research, Approaches to Research, Characteristics of Business Research, Application of Business Research in India.
2. **Research Design:** Types of Research - Exploratory, Conclusive, Modelling and Algorithm, Formulation and Testing of Hypothesis - Means, Proportion and Variances.
3. **Information Collection:** Collection of Data - Primary & Secondary Sources, Classification- Questionnaire construction, Schedule and Scale Development, Attitude Management.
4. **Sampling:** Sampling method - Probability and non Probability, Analysis of data - Tabulation, Coding, Graphical Representation of Data, Statistical Tools, Mean, Mode, Median, Measures of Standard Deviation, Skewness and Kurtosis.
5. **Statistical Techniques & Report Writing:** Correlation (product - moment) Karl Pearson's and Rank, Regression Analysis, , t-test, ANOVA and X^2 - test, Contents of research Report, Types of Report, Report format - Research in Decision Making,

References:

Kothari C.R.	Research - Methodology
Good & Scates	Method of Research
Gupta S.P.	Statistical Method
Newbold	Statistics for Business & Economics
R. Panneerselvam	Research Methodology
Levin	Statistics for Management

COMMUNICATION FOR MANAGERS

FMS – 105:

1. Nature of Communication: 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.

2. Writing Techniques: 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

3. Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation.

Internal communications: memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation.

External communications: Public notices, invitations to tender bid, auction, notices, etc; *Report writing:* planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports

4. Persuasive messages: 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

5. Reformulating and summarising: what is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries *Comprehension:* using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension

References:

Lesikar R V and Pettit Jr J D- *Business Communication: Theory and Application* (Tata McGraw-Hill, 2002)

Taylor Shinley -

Communication for Business (Pearson Education, 2002)

T N Chhabra, Bhanu Ranjan –

Business Communication (Sun India, 2004)

P.D. Chaturvedi –

Business Communication (Pearson Education)

Meenakshi Raman-

Technical Communication- (Oxford University Press)

BUSINESS ENVIRONMENT

FMS-106:

- 1. Introduction:** 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.
- 2. Socio-Cultural Environment:** 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.
- 3. Industrial Environment:** Public sector Enterprises, Small Scale Industries, Privatisation, Industrial labour, Industrial sickness, Industrial Policy, Industrial Licensing, Workmen's Compensation act 1923.
- 4. Economic Environment:** 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.
- 5. Technological Environment:** 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.

References:

Business Environment	K. Aswathappa	Himalaya Publishing house
Business Environment	Francis Cherunilam	Himalaya Publishing house
Business Environment	Chidambaram & Alagappan	Vikas Publishing House

COMPUTER APPLICATIONS

FMS - 107

- 1. Fundamental and computer Application:** Computer application, Hardware, Software, Languages of computer, Operating system.
- 2. MS-Word:** File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy Paste, merger, Letter Writing, Page Setup.
- 3. MS.Excel/Basics:** Creating Worksheet, Entering and Editing Text, Numbers and formulas cells lookup tables, auto fill.
Rearranging work sheets: Moving, copying, sorting, inserting deleting cells, deleting & parts of work shared, reaction at formulas to worksheet design changes.
Excel formatting: Excel page setup. Auto format, manual format using styles; format painter. Changing font sizes and attributes. Wrapping text, using border buttons and command.
Working with graphics: Creating and placing graphic objects, resizing positioning graphic
- 4. Power Point basics terminology colour scheme :** Power Point templates, getting started.
Creating presentation: Auto content wizard, inserting, deleting slides.
Working with text: Editing and moving text, spell checking, finding and replacing text; formatting text-aligning text.
Show Time: Arranging previewing and rehearsing slides, transition and Build effects, Deleting slides printing presentation elements creating overhead transparencies; sharing presentation tiles with other.
- 5. MS-ACCESS (Data Base Managing System):** Preparation of database corresponding to management practices such as level information farm-level in formation. Agro-climatic zone information, etc.
Creating database and tables: Creating database with and without wizards, access tables wizard, field names, data types and properties, adding deleting, renaming and moving fields, resizing fields, primary key fields, indexing fields.
Forms: The form wizard, saving modifying forms, designing forms.
Entering and Editing data: Typing, adding records, undo, correcting entries, global replacements moving records.
Finding Sorting and Displaying Data: Queries and Dynasts, creating and using select queries, multiple search reformatting dynasts, multilevel sorting, showing all records after a query Cross tab queries.
Printing Reports, Forms Letters and labels: Simple table, form and database printing. Manual reporting and modifying properties in reports, saving printing, mailing labels, changing label design.

Practical:

- 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.

References:

Computer Fundamentals	P.K.Sinha& P.Sinha	BPB Publication
MS-Office 2000	Ed Bott & Woody Leonbard	Prentice Hall India
MS-Office 2000	Nelson	Tata Mc-Graw Hill

MHR-201: Personnel Management

- UNIT I Introduction**
 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.
- UNIT II Job Design and Job Analysis**
 Job Design, Approaches, Need, Process, Job Analysis, Job Description, Job Specification, Employee Specification.
- UNIT III Employee Compensation**
 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.
- UNIT IV (a) Fringe Benefits – Concept, Principles, Classification, Importance, Fringe Benefits & Productivity, Fringe Benefits and IR, Fringe Benefits & Absenteeism, Fringe Benefits & Labor Turnover.**
(b) Job Evaluation & Job Pricing – Job Evaluation Concept, Scope, Meaning & Methods, Job Pricing : Techniques, Pricing of Managerial Job.
- UNIT V Human Resource Information System Concept, Application, Necessary Capabilities of HRIS, Steps in HRIS, Benefits and Limitation.**

Suggested Readings

- Tripathi PC PM & IR
- Singh B. P. & Chhabra PM & IR
- Davar R.S. PM & IR
- Flippo B. Edwin Personnel Management
- Mamoria C.B. Personnel Management
- Scott & Clothier Personnel Management
- Monappa & Siaddin Personnel Management
- Mulligan Personnel Management : Hand Book
- Strauss & Sayles Personnel Management
- Yoder & Staudher PM & IR
- Cowling & James Essence of PM & IR
- Ahuja Personnel Management
- Mainer & Mainer PM & IR

MHR-202: Human Resource Development

- UNIT I** **Introduction**
Concept, Need Objective, Philosophy, Pre-requisites, Policies, HRD Action Plan, HRD – Responsibility, HRD as a System and Subsystems.
- UNIT II** 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.
- UNIT III** HRD Strategies, HRD Styles, HRD Culture: OCTAPACE, Role of Top Management in Building HRD Culture
- UNIT IV** **Acquisition of Human Resource**
Meaning, Methods of Acquisition, Recruitment, Placement and Induction, Promotion and Demotion, Transfer of Personnel, Separation.
- UNIT V** **Selection**
Concept, Policy, Process, Selection Tests – Types and its Application. Interviews – Meaning, Purpose and Types.

Suggested Readings

- Tripathi P.C. Human Resource Development
- Subbarao P. Personnel/HRM : Text & Cases
- Monappa Arun Managing Human Resource
- Subba Rao Human Resource Management
- Mamoria C.B. Personnel Management
- Scott & Clothier Personnel Management
- Sharma A.M. Personnel/HRM
- Gupta C. B. Human Resource Management
- Chhabra T. N. Human Resource Management

MHR-203: Industrial Relations

- UNIT I Industrial Relations**
Concept, Impact or IR on Production, Govt. role in managing IR, Functional requirements of good IR program, Factors in influencing Industrial Relations.
- UNIT II Industrial Disputes**
Meaning, Causes, Types (Strikes, Lockouts, Demonstration, etc) Prevention & Settlement of Industrial Disputes.
- UNIT III Industrial Democracy**
Concept, Workers Participation in Management, Prerequisites of WPM, Levels and Forms of participation.
- UNIT IV Trade Unionism & Collective Bargaining**
(a) Trade Unionism :
Concept, Development of Trade Unionism, Problems of Trade Union, Functions of Trade Unions, Registration and Recognition of Trade Unions.
(b) Collective Bargaining
Meaning, Objectives, Process of collective Bargaining, Prerequisites of Successful Collective Bargaining.
- UNIT V Grievance Handling**
Concept meaning and objective, Process of Grievance Handling, Types of Grievance handling Process.

Suggested Readings

- Mamoria & Mamoria Dynamics of IR
- Arun Monappa Industrial Relations
- Chahbra T.N. IR concepts & Issues
- Michael IR in India
- Yoder & Staudher Personnel Management & IR
- Ahuja K.K. Personnel Management
- Daver R.S. PM & IR
- Subba Rao P. Essence of HRM & IR : Text Cases & Games
- Tripathi P.C. Personnel Management & IR
- Ghosh Biswanath Personnel Management & IR

MHR-204: Industrial Psychology

- UNIT** **Industrial Psychology**
Concept, Nature and Scope, Historical Development of Industrial Psychology.
- UNIT II** **Individual Difference & Psychological Tests**
Concept of Personality, Difference in Intellectual and personality traits, Nature of Psychological Tests, Steps in Test Development, Classification of Psychological Tests with examples.
- UNIT III** **Human Engineering & Industrial Accidents**
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.
- UNIT IV** **Job Satisfaction and Employee Counseling**
Meaning, Concept, Nature, Importance, Measuring Job Satisfaction and its impact on Productivity and Motivation, Employee Counseling : Meaning, Need, Goals, Types Methods & Process.
- UNIT V** **Morale**
Meaning, Characteristics, Determinants, Measuring Morale, Methods of increasing Morale, Morale & Productivity, Morale & Job Satisfaction.

Suggested Readings

- Ghosh P.K. Industrial Psychology
- Blum & Neyler Industrial Psychology
- Schein E.H. Organisational Psychology
- Prem Kr. Ghosh Industrial Psychology Management
- Sharan A.K. Encyclopedia of Industrial Psychology

MHR-206: Labour Laws

- UNIT I **Factories Act, 1948****
Definition, 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.
- UNIT II **Trade Union Act, 1926****
Definition, Object, Provisions Regarding Registration of T.U., Their Rights & Duties, Constitution & Dissolution of T.U.
- UNIT III **Industrial Disputes Act, 1947****
Objects, Definitions, Authorities, Notice of Change, Grievance Settlement Authorities, Reference of Disputes to Courts & Tribunals and Procedure Power and Duties of Authorities.
- UNIT IV **Strikes & Lockout, Lay off & Retrenchment****
Special Provisions Relating to Lay off, Retrenchment and Closure, Unfair Labor Practices Penalties.
- UNIT V **Industrial Employment (Standing Orders) Act, 1946****
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, Model Standing Order.

Suggested Readings

- N.D. Kapoor Industrial Law
- H.L. Kumar Laour Law
- P.L. Malik Labour Law
- S.C. Srivastava Industrial
- S.P. Jain Laour Law
- Mishra Laour Law

MHR-207: Organisational Behavior

- UNIT I Introduction**
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.
- UNIT II Perception and Attitude**
(a) **Perception:** Meaning, Significance of Perception for understanding Human Behavior, Perceptual Process and Factors Influencing Perception.
(b) **Attitude:** Meaning, Concept, Significance, Sources, Types, Significance of Attitude for understanding Human Behavior, Attitude formation, Measurement of Attitude, Cognitive Dissonance Theory, Attitude Change.
- UNIT III Personality and Learning**
(a) **Personality:** Concept, Factors influencing Personality, Theories of Personality.
(b) **Learning:** concept, Process, Learning Theory and OB, OB Modification, Meaning, Steps in OB Modification Process.
- UNIT IV Motivation**
Motivation and Goal Directed Nature of Human Behavior, Concept of Motivation, Importance, Process, Job Satisfaction and Motivation, Relation Between Motivation and Performance, Theories of Motivation, Application.
- UNIT V Individual Decision Making:** Types, Approaches, Process, Guidelines for Effective decision making

Suggested Readings

- Stephans Robbins Organizational Behavior
- Fred Luthans Organizational Behavior
- G. Moorhead & Griffith Organizational Behavior
- Keith Davis OB : Human Behaviour at Work
- L.M. Prasad Organizational Behavior
- J.S. Chandan Organizational Behavior
- K. Ashwathappa Organizational Behavior : Text & Cases
- VSP Rao and PS Narayana Organisation Theory and Behaviour

MHR-301: Training & Development

- UNIT I Introduction**
Concepts of Learning, Training, Education and Development, Transfer of Learning, Role of Learning in T & D, Adult Learning, Distance Learning.
- UNIT II Training Need Identification (TNI)**
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.
- UNIT III Conducting the Training Programmes**
Planning, Organizing, Budgeting & Controlling of Training Programs, Organisation & Structure of Training & Development, Training Methodology, Management Development through Training.
- UNIT IV The Trainer and Training Aids**
Audio – Visual Aids in Learning, Computer Based Training, Designing Training Program, Conducting Training Program, Qualities of an Effective Trainer.
- UNIT V Evaluation of Training Programs**
Concept, Need, Principles, Evaluation Design, Evaluating Transfer of Learning on the Job, Techniques & Problems in Measurement of Training.

Suggested Readings

- Craig L.R. Training & Development Handbook
- Taylor & Lippitt Management Development & Training Handbook
- Dugan L. Approaches to Training & Development
- Chaudhary D.P. Training Methodology & Development
- Virmani & Seth Evaluating Management Training & Development
- Lynton & Pareek Training & Development
- ISTD Diagnosing Management Training & Development Needs

MHR-305: Strategic Human Resource Development

- UNIT I** **Changing Environment of Organisation:**
Changing Business Environment, Significance of Changes, Globalization & Liberalization and Forces for change.
- UNIT II** **Strategic Responses of Organizations to Changing Business Environment:**
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.
- UNIT III** **HRD Strategic Perspective:**
Human Resource Development for Competitive Advantage Business Strategy and HRD, HRD and Organizational Performance.
- UNIT IV** **Strategic HRD – Systems, Practices & Facilitators:**
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.
- UNIT V** Role of HRD in implementation of Strategic Responses viz, Mergers, Acquisitions, Takeovers, Quality Strategies, Disinvestments, Benchmarking, Joint-ventures, Downsizing, Outsourcing, Vision, Mission & Objectives Statements, Structure Related Response, Strategic Business Units etc.

MHR-305: Human Resource Accounting

- UNIT I **Human Resource Planning****
Concept and Significance, Macro and Micro levels of Human Resource Planning, Process of Human Resource Planning – Demand Forecasting, Supply Forecasting Determining Human Resource Requirements, Action Planning, Monitoring & Control.
- UNIT II** Factors in HRP Redundancies & Reallocation of Human Resource, HRP Techniques and its Formulation under Situations, Human Resource Information System, Technological Changes in HRP Controlling HR cost.
- UNIT III **Human Resource Accounting****
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.
- UNIT IV** Measuring Human Resource Cost – Concept & Methods, Determining Human Resource Value – Concept & Theory, Monetary Measurement Methods – H.R.A. Modules, Non Monetary Measurement Methods, H.R.A. in India.
- UNIT V **HRD Audit****
Need, Concept, Role of HRD Audit in Companies, Methods and its limitations, Balance Score card Approach, HRD Score card Approach.

Suggested Readings

- | | |
|---------------------|---------------------------|
| • Aggarwal D.V. | Manpower Planning |
| • Dwivedi R.S. | Manpower Management |
| • Mahapatro & Patro | Managing Manpower at Work |
| • Walker | Human Resource Strategy |
| • Woodruff | Human Resource Accounting |
| • Dasgupta N. | Human Resource Accounting |
| • Flamholtz | Human Resource Accounting |
| • Gery S. Beker | Human Capital |

MHR-306- Ethical Issues in Management

- Unit: I** **Business Ethics & Values:** Introduction to Business Ethics, Ethics, Morals & 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.
- Unit II** **Ethics and Environmental Ethics :** 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 .
- Unit III** **Complexity of Ethical Issues:** 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.
- Unit IV** **Spirituality and Society–** 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.
- Unit V** **Ethical issues in Management-** 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.

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.
- Shyam L Kaushal , Business Ethics (Concept, Crisis And Solutions) ,D&D Publication Pvt Ltd.
- Hartman ,L P & Chatrerjee, Abha, Perspectives In Buiness Ethics ,Tata Mcgraw Hill
- Bhatia,S. K. , Business Ethics And Corporate Governance, D&D Publication Pvt. Ltd.

MHR-307 : Summer Training Project & Viva Voce

The Candidates will be required to submit a Project Report based on their summer training which will be six to eight weeks just after 2nd 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

- UNIT I** **Group**
Meaning, Functions, Types, Reasons for joining Group, Stages of Group Development, Characteristics and Advantages, Disadvantages of Informal Groups.
Group Dynamics: Concept, Group Norms, Group Cohesiveness, Group Think, Group Shift and Group Decision Making Techniques.
- UNIT II** **Team and Team Building**
Concept, Types, Teamwork, Life Cycle of Team, and Ingredients of Effective Team Building Process – Skills useful in Team Building, Self-managing Teams.
- UNIT III** **Leadership Basics, Power & Politics**
Styles, Distinction between Leadership, Headship, & Managership, Source of Power, Factors Determining Power Relationship, Organization Politics.
- UNIT IV** **Approaches to Leadership:**
Trait Approach: Negative leadership Traits;
Attitudinal Approaches: Ohio state Leadership Studies, Michigan Studies, Group dynamics Studies, Rensis Likerts’s Management System, The Leadership Grid
Situational Approaches: Tannebaum-Schmidt Continuum, Fiedler’s Contingency Model, House Mitchell Path Goal Theory, Vroom Yetten Contingency Model and Hersey-Blanchard Tridimensional Leader Effectiveness Model
- UNIT V** **Contemporary Issues in Leadership**
Inspirational approach to leadership: Charismatic Leadership, transactional and Transformational Leadership. Contemporary Leadership Roles: Mentoring, self Leadership and E-Leadership

Suggested Readings

- Stephan P Robbins Organisational Behaviour
- Newstorm & Keith Davis OB : Human Behaviour at Work
- VSP Rao & Narayan Organization Theory & Behavior
- L.M. Prasad Organisational Behaviour
- Hersay & Paul Management of OB : Utilizing Human
- J.S.chandan Organisation Behaviour
- Hersey, Blanchard & Johnson Management of Organizational Behaviour: Leading Human Resources

MHR-402: TQM & ISO 9000

- UNIT I** **Introduction**
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.
- UNIT II** TQM Principle, Approach, Objectives, Scope, Key activity areas, Principles, Key issues for achieving TQM objectives, Steps for implementing TQM Principles.
- UNIT III** 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. .
- UNIT IV** 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.
- UNIT V** 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.

Suggested Readings

- Sharma D.D. TQM : Principles, Practices & Cases
- Greg Bounds et Al TQM : Towards the Emerging Paradigm
- Tito Conti Building Total Quality : A Guide for Mgt.
- S.M. Sundara Raju Total Quality Management
- Bharat Wakhlu Total Quality
- Baghchi T. ISO 9000
- Drummond The TQM Movement
- Collard Total Quality
- Lock Dennis Handbook of Quality Management
- Rotheby B. ISO 9000
- S.K. Mandal TQM Principles & Practice
- K. Sridhar Bhatt TQM Text & Cases

MHR-403: Consultancy & International HRM

- UNIT I Management Consultancy**
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.
- UNIT II Consulting Process**
Client Consultant Relationship, Nature and Purpose of Consultancy Relationship, Phases of the Client – Consultant Relationship, Interventions and Roles, Entry Phase, Project Planning and Formulation, Proposal Preparation and Presentation Presenting Advise and Data Collection, Diagnosis, Solutions Implementation.
- UNIT III Change and Consultancy**
Organizational Change, Change Objectives, Implementation, Evaluation, Recent Trends, Role of Management Consultant in the Change Management Process.
- UNIT IV International HRM**
Dynamic Environment of International Management, Global Workforce, International Human Resource Management.
- UNIT V Cross-Cultural Management:** 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.

Suggested Readings

- Robert L. Craig Training & Development Hand Book
- French & Bell Organisation Development
- Laurie J Mullins Management & Organisational Behaviour
- Phillip Sadler Handbook of Management Consultancy
- Malcolm Warner Business and Management

MHR-404: Organizational Change & Development

- UNIT I Organizational Development**
Concept, Scope, Historical Perspective, Characteristics, OD Process
- UNIT II OD Interventions**
Concept, Nature, Sensitivity Training, Team – Building, Survey Feed Back, Process Consultation, Grid – OD, System 4 Management., Action Research & OD
- UNIT III Organisational Effectiveness**
Concept, Factors, Organizational Effectiveness Approaches, Maximization Versus Optimization of Effectiveness, Integration of Individual & Organisational Goals, Effectiveness through Adaptive Coping Cycle
- UNIT IV Organisational Change**
Concept Forces for Change, Managing Planned Change, Resistance to Change, Approaches to Managing Change
- UNIT V Organisational Climate**
Concept, Factors Affecting Organizational Climate, Measurement of Organizational Climate.

Suggested Readings

- French & Bell Organisational Development
- Kesho Prasad Organisational Development for Excellence
- Mehta Praticipation & OD
- Dwived Dynamics of Human Behaviour
- French & Kast Understanding Human Behaviour
- Chakraborty Managing Organizational Change
- Warren G. Bennis Changing Organizations
- Keith Davis Human Behaviour at Work
- Abad Ahamd Management and Organisational Development
- R. Becker Organisational Development

MHR-405: Social Security and Compensation Laws

- UNIT I** **Main aspects of**
Contract Labour (Regulation and Abolition) Act, 1970
The Advisory Boards, Registration of Establishments employing Contract labour, Licensing of contactors, Welfare and health of Contract Labour
- UNIT II** **Main Aspects of**
(a) **Minimum Wages Act, 1948** : 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 & claims

(b) **Payment of Wages Act, 1939** : 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
- UNIT III** **Main Aspects of :**
Employees Provident funds and Miscellaneous Provisions Act, 1952 : 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
- UNIT IV** **Main aspects of :**
(a) Workmen's Compensation Act, 1923 ; workmen's Compensation.

(b) Employees State Insurance Act, 1948 : Corporation, Standing committee and Medical benefit council, Finance and Audit, Contributions, Benefits, Adjudication of Disputes and Claims.
- UNIT V** **Main aspects of :**
(a) 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, Time limit for Payment of Bonus, Recovery of Bonus due from an Employer, Reference of Disputes under the Act.

- (b) Payment of Gratuity Act, 1972 : continuous Service, Payment of Gratuity, Compulsory Insurance, Nomination, Determination of Amount of Gratuity, Recovery of Gratuity, Protection of Gratuity.

Suggested Readings

- | | |
|-------------------|---------------------------|
| • Kappor N.D. | Industrial Laws |
| • Malik | Industrial Laws |
| • Sethi K.L. | India Labour legislations |
| • Chkrabotry B.K. | Labour Laws in India |
| • Misra S.N. | Labour & Industrial Laws |

MHR-406: Emerging Issues in HRM

- Unit I** **Changing role of HR:**
Diversity and its Management; challenges of sustainability with reference to Retention and Talent Management ; Learning organizations and organizational learning; collective learning.
- Unit II** **Knowledge Management**
Meaning and Definition ,Nature and Different dimensions of Knowledge Management ; Knowledge Mechanism- data, information , knowledge and wisdom , The value of Knowledge management , Knowledge Life Cycle, Knowledge management and HR. Talent management and human capital creation
- Unit III** **Emotional Intelligence:** Concept, Mental and emotional intelligence, importance, application, developing emotional intelligence, Ability model, Mixed model and Trait EI model, Employee Engagement Strategies- Employee attachment, involvement , commitment and influences ; Corporate Image building. Psychological Contract
- Unit IV** **Creativity & Innovation:**
Concept, Stages in creative process, barriers to creativity, Innovation: Concept, innovation generation, innovation diffusion.
- Unit V** Organization Citizenship Behaviour: Concept, components and applications. Empowerment: Characteristics, process, benefits, barriers to empowerment, making empowerment effective. Work life balance; Emerging concept.

References -

- Clive Morton, Andrew Newall, Jon Sparkes , Delivering Competitive Advantages, Jaico Publishing House.
- Clyde W. Holsapple (editor), Handbook on Knowledge Management , Springer (2003) Paperback edition.
- Devrajan , Emerging trends in HR management , R Response Books.
- Mamoria ,C B and Gankar,S V, Personnel Management, Text and Cases Himalaya Publications
- Prasad, L.M. ‘Organizational Behaviour, Sultanchand & Sond, 2011
- Armstrong, Michael, ‘HRM Practice’, Kogen Page, London

MHR-406: Dissertation Report & Viva Voce

The Candidates will be required to submit a Project Report and made 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.