

Syllabus of MBA-HRD (As per NEP)

DEPARTMENT OF BUSINESS MANAGEMENT

SCHOOL OF MANAGEMENT, HNBGU (A CENTRAL UNIVERSITY),

SRINAGAR GARHWAL, UTTARAKHAND

Curriculum Framework and Credit Allocation for Subjects with Minimal or No Practical Component

P.G. First Year (for 2-year P.G. program)

The following course structure under NEP 2020 is designed for subjects which do not have practical based courses or have minimal offerings of practical course-based learning.

First Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Entry requirement	3-year Bachelor's degree (minimum 120 credits) or 4-Year Bachelor's Degree (In case of B.Tech and B.E programme-Minimum-160 credits) and candidates who have met the entrance requirements, including specified levels of attainment, in the programme admission regulations.		
Semester	Course category	Course title and Course Code	Total Credit
I	Discipline Specific Core	Principles and Practice of Management BM/SOM/DSC-HR101	5
		Managerial Economics BM/SOM/DSC-HR102	5
		Managerial Accounting and Control BM/SOM/DSC-HR103	5
		Marketing Management BM/SOM/DSC-HR104	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	Cross Cultural HRM BM/SOM/DSE-HR105	4
		Legal Framework for Human Relations BM/SOM/DSE-HR106	
		Human Resource Planning and Development BM/SOM/DSE-HR107	
Total			24

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

Second Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Semester	Course category	Course title and Course Code	Total Credit
II	Discipline Specific Core	Financial Management BM/SOM/DSC-HR201	5

		Human Resource Management BM/SOM/DSC-HR202	5
		Strategic Management BM/SOM/DSC-HR203	5
	Discipline Specific Elective (Any 1 out of Minimum 2 electives)	Performance and Compensation Management BM/SOM/DSE-HR204	4
		Participative Management and Industrial Relations BM/SOM/DSE-HR205	
		Social Security and Labour Law BM/SOM/DSE-HR206	
	Summer Internship	45 days internship in any organization. All students will prepare summer internship report (Evaluated by external examiner) BM/SOM/SI-HR207	5
Total			24
NHEQF Level 6	<i>Student on exit after successfully completing first year of two-year PG programme (i.e., securing minimum required 48 credits will be awarded "Postgraduate Diploma" of one year, in related field/discipline/subject.</i>		

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

Third Semester for 2-year P.G. program (For non-practical/practical based subjects)

Semester	Course category	Course title and Course Code	Total Credit
III	Discipline Specific Core	Management Information System BM/SOM/DSC-HR301	5
		Research Methodology BM/SOM/DSC-HR302	5
		Organisation Behaviour//SWAYAM BM/SOM/DSC-HR303	5
		Operation Research BM/SOM/DSC-HR304	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	Counselling Skills for Managers BM/SOM/DSE-HR305	4
		Social Security, Labour Law and Welfare BM/SOM/DSE-HR306	
		Industrial Psychology BM/SOM/DSE-HR307	
Total			24

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

In the third semester of two-year P.G. program, if a department wishes to offer one more Discipline Specific Elective course, it may do so by replacing one of the Discipline-Specific Core courses. The credit value of the additional elective must be equal to that of the core course it replaces. This provision/flexibility is limited to only one additional elective course.

Fourth Semester for 2-year P.G. program

(For non-practical/practical based subjects)

Semester	Course category	Course title and Course Code	Total Credit
IV	Discipline Specific Core	Project Management and Entrepreneurship BM/SOM/DSC-HR401	5
		Human Resource Accounting and Auditing BM/SOM/DSC-HR402	5
		Production and Operations Management BM/SOM/DSC-HR403	5
		Dissertation Report (60% Report+40% Viva by external) BM/SOM/DR-HR404	5
	Discipline Specific Elective (Any 1 out of Minimum 3 electives)	Environmental Pollution and Industrial Safety BM/SOM/DSE-HR405	4
		Management of Public Relation BM/SOM/DSE-HR406	
		Human Resource Training and Development BM/SOM/DSE-HR407	
Total			24
NHEQF Level 6.5	Student after successfully completing second year of 2-year P.G. programme (i.e., securing minimum 96 credits will be awarded "Postgraduate Degree" of Two years, in related field/discipline/subject		
NHEQF Level 7	In Case of Engineering programmes, Student on exit after successfully completing second year of 2-year P.G. programme (i.e., securing minimum 96 credits will be awarded "Postgraduate Degree" (M.Tech/M.Etc) of Two years, in related field/discipline/subject		

If any course (Core or Elective) includes a practical component, the department must ensure appropriate distribution of credits between the theory and practical components, while maintaining the total credit value of the course unchanged.

In the fourth semester of two-year P.G. programme, if a department wishes to offer one more Discipline Specific Elective course, it may do so by replacing one of the Discipline-Specific Core courses. The credit value of the additional elective must be equal to that of the core course it replaces. This provision/flexibility is limited to only one additional elective course.

Note: Out of the courses offered across the four semesters of 2-year P.G. programme, in each semester, at least two courses should be skill-based. If the department is unable to offer the minimum of two skill-based courses in a given semester, it may compensate by offering additional/extra skill-based courses in the other semester."

Note: Research based courses such as Research methodology, Research writing and ethics, project work, dissertation, field visit, community engagement etc may be offered in the P.G. programme.

MBA HRD-First Semester

Principles and Practice of Management

BM/SOM/DSC-HR101

(i) Nature, Scope and Significance of Management, Evolution and Development of Management Thought Process and Functions of Management. Functional Areas of Management.

(ii) Nature, significance and scope of Planning, Types of Plans, Process and Techniques of Decision Making, MBO, MBE, Planning Strategies and Policies.

(iii) Nature and Significance of Organizing- Organizations Theories, Organization Structure, Departmentation, Line and Staff Relationship, Span of Management, Authority, Delegation and Decentralization and Group Functions, Staffing, Appraisal and Development of Managers, Formal, Informal and matrix Organizations.

(iv) Directing & Controlling -Techniques of directing, Motivation-Concept, Theories of Motivation, Leadership Patterns and Styles. Nature and Scope of Co-ordination, Principles, Techniques and Barriers to Co-ordination, Controlling-Elements, Process and Styles of Control, Techniques of Control, Challenges before Future Managers in 21st Century.

(v) Concept and Significance of Communication, Process, Types and Techniques of Communication, Barriers of Communication, Overcoming barriers to Communication, Essentials of effective communication.

Suggested Readings:

1. Drucker, F. Peter -Management-Tasks, Responsibilities & Practices
2. Koontz 'O' Donnel Weihrich -Elements of Management
3. Koontz 'O' Donnel C -Management-A Book of Reading
4. Drucker, F. Peter -The Practice of Management
5. Terry and Franklin -Principles of Management
6. Stoner and Freeman -Principles of Management

Managerial Economics

BM/SOM/DSC-HR102

(i) Meaning, Definition, nature and scope of managerial economics; Goods, Utility, Value, Price, Wealth, Income, Equilibrium. Managerial Economist - Role and responsibilities.

(ii) **Demand**- Meaning, Types; Demand function, Law of Demand, Reasons for downward slope of demand curve, Demand function, concept of elasticity and elasticity of demand- Price elasticity of demand, Income elasticity of demand, cross elasticity of demand; Demand forecasting - Meaning, Types, Techniques.

(iii) **Concepts of Cost, Production and Cost Function** -Cost Classification, Fixed and Variable, Total, Marginal and Average Cost, Opportunity Cost, Real Cost, Cost Out-put Relationship in Short Run and Long Run, Cost Analysis in the Process of Decision Making, Cost and Optimum Size of Plant. Law of variable proportions and returns to scale, Economies of scale, concept of cost, cost function: Short run and long run- Total fixed and total variable cost- short run average and marginal cost curves.

Theory of long run cost- Minimum efficient scale, long run average cost curve, Break Even Analysis.

(iv) **Price determination under various market Structures** - Meaning of market, classification of market structures, Perfect and Imperfect competition, Monopolistic competition, pure oligopoly; Pricing and its determinants, Price determination under perfect competition, monopoly, imperfect competition and oligopoly.

(v) **Basic Macro Economics**-Concept of National Income and methods of measurement: Economic growth- Meaning and determinants, phases of business cycle, Inflation-Meaning, Types and causes.

Suggested Readings:

- (1) H.L.Ahuja- Managerial Economics
- (2) Nemmers, Erwin Esser -Managerial Economics Text & Analysis
- (3) Alexander, K J W and Kemp, A J -The Economist in Business
- (4) Norman, N Parish -Economic Analysis
- (6) Adhikari M -Business Economics
- (7) Baye -Managerial Economics & Business Strategies
- (8) Varshney, R L and Maheshwari -Managerial Economics
- (9) M.L.Jhingan and J.K.Stephen- -Managerial Economics
- (10) Maheshwari - Managerial Economics
- (11) R.L.Varshney and K.L.Maheshwari- Managerial Economics

Managerial Accounting and Control

BM/SOM/DSC-HR103

(i) Financial Accounting-Meaning, Objectives, Concepts and Conventions. Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards. The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts. Introduction of Company Accounts.

(ii) Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis, Management Audit and Financial Reporting.

(iii) Cost Accounting – Nature, Objectives, Significance of Cost Accounting, Classification of Cost, Costing for Material, Labour, and Overheads. Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations.

(iv) Standard Costing- Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis-Material, Labour and Overhead.

(v) Responsibility Accounting- Its Meaning and Significance, Cost Profit and Investment Centers, Accounting for Price Level Changes- Concepts CPP and CCA Methods.

Suggested Readings:

- (1) Anthony, R N and Welsh, G A -Fundamentals of Management Accounting

- (2) Khan and Jain -Management Accounting
- (3) Horngren, C T -Cost Accounting
- (4) Gupta, R L -Advanced Accountancy
- (5) Shukla and Grewal -Advanced Accounts

Marketing Management **BM/SOM/DSC-HR104**

1. Concept, Nature, Significance of Marketing Management. Concepts of Marketing, Functions of Marketing, Strategic Marketing Planning, Marketing Mix. Marketing Organization, Designing Appropriate Structure and Influencing Factors, Marketing Environment, Micro and Macro Environment.
2. Market Segmentation, Basis for Market Segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market.
3. Consumer Behaviour, Nature and factors influencing Consumer Behaviour, Decision Making Process, Organizational Buying Behaviour.
4. Product Management, Concept of Product, Classification of Products, Product Life Cycle, Marketing strategies at various stages of PLC, New Product Development, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Packaging, Labeling.
5. Pricing-Factors Affecting Price Determination, Price Policies and Strategies, Pricing Methods. Promotional Mix-Elements of Promotional Mix, advertising, Personal Selling, Publicity and Public Relations, Sales Promotion. Direct marketing. Distribution Channels, Role and Type of Channels, Factors Influencing Channel Decisions. Forward and Backward integration, VMS, Rural Marketing.

Suggested Readings:

1. Kotler, Philip -
Marketing Management: Analysis Planning & Control
2. Stanton WJ -Fundamentals of Marketing
3. Cunduff Still -
Fundamentals of Marketing & Goiani Cunduff
4. Rusenberg, LJ -Marketing
5. Pillai RSN, Bhagwati -Modern Marketing Principles & Practices

Discipline Specific Elective (Any 1 out of Minimum 3 electives)

Cross Cultural HRM

BM/SOM/DSE-HR105

UNIT –I: Introduction to Cross Cultural Management

Understanding Culture, Culture Dimensions, Significance and Impact of Cross Culture on Organisations, Role of Culture in Strategic Decision- Making. Influence of National Culture on Organisational Culture. Shift in Culture: Significance of Shift in Culture, Influence of Economic Factors and Foreign Intervention on Shifts in Local Cultures

UNIT-II: Comparing Culture

Cultural and Behavioral Differences in Different Countries, Various Models for Comparing Cultural-Hofstede, Edward T Hall Study, GLOBE, Kluchohm & Stoodbeck, Cultural Adaptation through Sensitivity Training, Political, Legal, Economic, Ecological and Technological Facing Business and their Management.

UNIT- III: Cross Cultural Human Resources Management

Staffing and Training for Global Operations. Global Staffing Choices – Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, Managing and Motivating Multi Culture Teams. Cross –Cultural Negotiation & Decision Making: Culture and Dispute, Resolution of Conflicts and Disputes in Cross Culture Context,

UNIT- IV: Transfer of Knowledge, Transfer of Managerial Know-How, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Cross-Culture Ethics: Ethics Values Across Cultures and Ethics Dilemma.

Recommended Readings:

Thakur, M., Burton & G. E, International Management, Tata McGraw Hill.
Esen D. and Rchildress J., The Secret Of A Winning Culture: Building High Performance Teams, Prentice Hall
Hodgetts, R. and Luthens, F, International Management, McGraw Hill Inc.
Deresky, H., Inter, fional management: Managing Across Borders And Cultural, 4th Ed, Pearson Publications

Legal Framework for Human Relations

BM/SOM/DSE-HR106

1. Industrial Jurisprudence- Meaning, Scope and Historical Development with special reference to Constitutional provisions, Conventions and Recommendation of International Labour Organization, Development and Principles of Labour Legislation in India.
2. Factories Act, 1948, Trade unions Act, 1947.
3. Industrial Dispute Act, 1947.
4. Industrial Employment (Standing Orders) Act, 1946.
5. Maternity Benefit Act, 1961, The Apprentices Act, 1969.S
6. The Employee's State Insurance Act, 1948.

Suggested Reading:

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| 1.Monappa | -Industrial Relations |
| 2.N D Kapoor | - Handbook of Industrial Law |
| 3.Dr. Tripathi and Dr. Gupta | - Industrial Relations and Labour Laws |
| 4.Man Dot K C | - Industrial and Labour Laws |

Human Resource Planning and Development

BM/SOM/DSE-HR107

1. Human Resource Planning- Definition, Nature, Scope and Significance, Objectives and Components of Human Resource Planning, Manpower Forecasting, Factors for Human Resource Forecasting, Approaches, Theories, Merits and Demerits, Work Force Flow Mapping, Age and Grade Distribution Mapping.
2. Models and Techniques of Manpower Demand and Supply Forecasting, job Analysis and its Components, job Description, job Specifications, Concept, Need and Significance, job Enrichment, Job Satisfaction, Career Planning, Career Counseling, Career Routing, and Career Development.
3. Recruitment and Selection Human Force, Different theories, Methods and Concepts of Recruitment and Selection, Outsourcing of Human Force.
4. Employees Development, Work Role and Importance of Employees and Executives, Executive Development Programme and its Importance, Employees Behaviour, Different Approaches to Employees Development.
5. Performance Appraisal, Definition, Nature and Significance, Different Methods of Appraisal, Monitoring and Review of Appraisal System.

Suggested Readings:

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|-------------------------------|---|
| 1. Flippo, E B | - Principles of Personnel Management |
| 2. Yoder Dale | - Personnel Management and Industrial Relations |
| 3. Strauses, G and Sayles L R | - Personnel- The Human Problems in Mgt. |
| 4. Singh, Chhabra and Taneja | - Personnel Management and Industrial Relation |
| 5. Aswathappa, A | - Human Resources and Personnel Management |
| 6. Rao T. V. | - Human Resource Management |
| 7. Cascio | -Managing Human Resource |

MBA-HRD Second Semester

Financial Management

BM/SOM/DSC-HR201

BLOCK 1: FINANCIAL MANAGEMENT IN INDIA

UNIT I: Meaning, importance, nature and scope of financing in India, agribusiness financing in India; classification and credit need in changing agriculture scenario; finance functions, investment financing, Risk and return concept & analysis

UNIT –II: Business Financing System in India, Money and Capital Markets, Regional and All -India Financial Institutions; venture capital financing and its stages, International financial management.

BLOCK 2: CAPITAL BUDGETING

UNIT III: Features, types and Techniques of capital budgeting decision. Cost of Capital, Leverage analysis, Capital structure. Theory and Policy, Sources of Long and Short term finance, Dividend Theory, Dividend Policy, Walter Model, Gordon Model, Miller and Modi Gilani Position.

BLOCK 3: CURRENT ASSETS MANAGEMENT;

UNIT IV: Management of Working Capital, Management of Receivables, Management of cash; Cash budget, Management of collections and disbursement, Investment of Surplus cash.

UNIT V: Perspectives and operational aspects of Micro finance :Definition, Scope and importance of Micro Finance, Evolution of Micro Finance in India, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, SHG model, Village Banking model. Lease Financing, Mergers and Acquisitions. Take over, Strategic Financial Alliances.

Suggested Readings

- (1) Khan, M Y -Financial management
- (2) Prasanna Chandra -Financial Management
- (3) Pandey, I M -Financial management
- (4) Kuchal, S C -Financial Management and Corporate Finance
- (5) Van Home -Financial management
- (6) Srivastav & Misra . 2010. *Financial Management*, Oxford University Press; Second edition
- (7) G Sudarsana Reddy. 2010. Financial Management, Himalaya Publishing House

Human Resource Management

BM/SOM/DSC-HR202

- (i) Personnel Management-Concept, Nature, Scope and Importance of Human Factor; Evolution and Growth of Personnel Function in Management; Philosophy of Management of HRM; Present Status and Future of Human Resource Management in India. Personnel Department- Organization and Functions; Procurement- Job Analysis,
- (ii) Human Resource Planning-Meaning and process, Manpower Planning: Recruitment, Selection, Placement, Induction. Methods of Manpower Search, Reality shock
- (iii) Development-Need, Objectives and Methods of Training; Procedure of Training and its Efficacy. Development of Managers- Principles, Methods. Training and Promotion; Performance Appraisal, Methods of Performance appraisal,
- (iv) Wage and Salary Administration; Wage Policy- Concept, Role and Importance; Job Evaluation; Fringe Benefits; Incentive Compensation- Prerequisites and Problems in Indian Context; Personnel Audit.
- (v) Group Dynamics, Morale in Work Groups, Employee Turnover and its causes. Employee Productivity. Emerging issues and trend in HRM

Suggested Readings

- (1) Flipppo, E B -Principles of Personnel Management
- (2) Yoder Dale -Personnel Management and Industrial Relations
- (3) Strauses, G and Sayles L R -Personnel-The Human Problems in Mgt.
- (4) Singh, Chhabra and Taneja -Personnel Management and Industrial Relations
- (5) Aswathappa, A -Human Resources and Personnel Management
- (6) Rao T.V. -Human Resources Management
- (7) Cascio -Managing Human Resource

Strategic Management

BM/SOM/DSC-HR203

- (i) Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management.
- (ii) Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Mission, Objectives and Goals. Corporate Strategy, Formulation of Strategy, Factors responsible for Shaping the Strategy, Different Types of Strategy, Environmental Analysis, Internal and External Environment of a Firm, Need for Environmental Analysis, Techniques for Environmental Analysis, ETOP
- (iii) Corporate Appraisal and Its Significance, Assessment of Internal Capabilities, Company Situation Analysis, Strategy and Competitive Advantages, Matching Strategies, Functional Strategy and Operational Strategy.
- (iv) Implementing Strategy, Organization Structure, Culture, Commitment and Leadership, Business Unit Strategy, Portfolio Analysis, BCG and other Portfolio Models.
- (v) Strategic Alternatives, Stability, Expansion, Retrenchment, International strategy Variations, Diversification and Mergers, Strategic Alliances. Strategic Choice Process, Control and Evaluation Process. Strategy in the Global Environment, Implementing Strategic Change- Politics, Power and Conflict.

Suggested Readings

- (1) Thompson and Strickland -Strategic Management Concept and Cases
- (2) Ansoff, H Igor -Corporate Strategy
- (3) Charles W L Hill and G R Jones -Strategic Management Theory
- (4) Azhar Kazmi -Business Policy
- (5) Thomas L Wheelen and JD Huger -Strategic Management
- (6) Hammel G and Prahalad C K -Competing for the Future

Performance and Compensation Management

BM/SOM/DSE-HR204

UNIT 1: Concept and objectives of performance management system

Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management – definition, objectives, need and measurement.

UNIT 2: Process of performance appraisal

Process, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counselling, use of technology and e-PMS, Ethical perspectives in performance appraisal.

UNIT 3: Compensation – Structure and Strategies

Compensation – Definition, Classification and Types. Components of remuneration-basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non financial compensation.

UNIT4: Performance-Based Pay and Incentive Systems

Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

UNIT 5: Reward Systems and Legal Aspects

Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits. - retirement benefits, perquisites, non-monetary benefits.

Recommended Readings:

1. Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence- Based Guide to Delivering High Performance
2. Gary Dessler, Human Resource Management
3. Bhattacharyya, D.K.: Performance Management systems and strategies
4. Gary Dessler, Human Resource Management

Participative Management and Industrial Relations

BM/SOM/DSE-HR205

1. Participative Management-Meaning, Scope, Philosophy and importance Participative Management, Various approaches to Participation-Socialist Approach, Gandhian Approach, Eclectic Approach, Social Science Approach.
2. Workers Participation in Management- Meaning and Objectives of WPM, Current Scheme of Workers Participation in India, Problems and Remedies, Recent trend in participatory management- Quality Circles, TQM.
3. Nature, scope and Significance of Industrial Relations, Major Participants in Industrial Relations, role of State, Characteristics of Industrial Relation System in India. Role and Future of Trade Unions, Trade Unions and Employees, Trade Union and Management.
4. Collective Bargaining- Concept, Features, Types and Process, Pre-Requisites for Success of Collective Bargaining, Status of Collective bargaining in India, Negotiation & Collective Statement, Bargaining and Gain Sharing, Industrial Relations & Technological Change.
5. Discipline and Grievance Handling and Employee Discipline - Approaches, Procedure, National Commission on Labour and its recommendations on various aspects of Industrial Relations in India.

Suggested Readings:

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|---|---|
| 1. Singh, B P, Chhabr, T N, Taneja, P L | - Personnel Management and Industrial Relations |
| 2. Abraham H Maslow | - Motivation and Personality |
| 3. Agnihotri, V | - Industrial Relations in India |
| 4. Prasad, Lallan | - Personnel Management and Industrial Relations |
| 5. Davar, Rustam S | - Personnel Management and Industrial Relations |

Social Security and Labour Law

BM/SOM/DSE-HR206

1. Social Security-Concept and philosophy, Abolition of Bonded and Child labour, Govt. Policy for Social Security and Social Insurance, ILO, its Role, Functioning and Contributions.
2. Workmen's Compensation Act, 1923
3. Employee's State insurance Act, 1848
4. Payment of Gratuity Act, 1972
5. Minimum Wages Act, Payment of Bonus Act, Payment of Wages Act

Suggested Readings:

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|-------------------------------|--|
| 1. Mullick | -Labour Laws |
| 2. Memoria, C B and Memoria S | -Industrial Labour,Social Security & Industrial Peace in India |
| 3. Sinha, G P | - Industrial Relations and Labour Legislation in India |
| 4. Zahiruddin | - Labour Welfare Laws |
| 5. Saharay H K | - Industrial and Labour Laws of India |
| 6. Srivastava S C | - Industrial Relations and Labour Laws |

Summer Internship

BM/SOM/SI-HR207

- ◆ 45 days internship in any organization.
- ◆ All students will prepare summer internship report (Evaluated by internal examiner)
- ◆ Each student shall present a seminar which shall be based on the training and the training report. The objective is to understand the benefits and gains to the student due to compulsory training and enable the student to express his understanding about the functioning of outside world especially as to what extent the concept of management taught to him were relevant and are helpful in the real world in the real situations.

MBA HRD-Third Semester

Management Information System BM/SOM/DSC-HR301

UNIT I: Foundation concepts

Foundations of information systems (IS) in business: Data & Information, Information as a Resource, System concepts – Components of an IS – IS resources – Fundamental roles of IS applications in business, SDLC.

UNIT II: Kinds of Information Systems

TPS, OAS, MIS, DSS, GDSS, ES, ECS or ESS, Functional business systems – Sales & Marketing, Financial & Accounting, HR, Operational IS, cross-functional enterprise systems and applications – service sectors.

UNIT III: Role of MIS

Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: BPR, Creating a Virtual Company, Improving Business Quality: Becoming an Agile Company, Building a Knowledge Creating Company.

UNIT IV:e-Business

E-Business models –Customer relationship management (CRM) – Enterprise resource planning(ERP) and Supply chain management (SCM), E-Commerce systems – Essential e- Commerce processes – e payment processes – e-commerce application trends – Web store requirements

UNIT V: Management challenges

Rapid change in Technology, Quality Assurance –Ethical and Social Dimensions – IP Rights as related to IT Services / IT Products, Security threats, System vulnerability and hazards, Information security and access control, Communication and application control, Disaster recovery planning, IT risk management, Information privacy.

Suggested Readings:

1. Stair & Reynolds –Fundamentals of Information Systems(Thompson,2nd Ed.)
2. D.P. Goyal-Management Information System(MacMillan,3rdEd.)
3. Jawedkar WS –Management Information System(TataMcGrawHill,3rdEd.)
4. Arora Ashok, Bhatia Akshaya–Management Information System (Excel, 1stEd.)
5. Davis & Olson–Management Information System(TMH,2ndEd.)
6. IT for management-Ramesh,B. New Delhi:Tata McGraw Hills Publications, 2009.

Research Methodology

BM/SOM/DSC-HR302

Unit I: Nature, Meaning and Scope and Significance of Research and Research Methodology, Problem formulation and Statement of Research Objectives, Organization Structure of Research, Research Process, Research Design-Exploratory, Descriptive & Experimental Research Designs, Sampling Design, Sampling Fundamentals, Methods of Data Collection-Observational and Survey Methods, Questionnaire Design. Reliability and validity of data

Unit II: Measurement and Scaling Techniques, Motivational Research Techniques, Administration of Surveys, Selection of Appropriate Statistical Technique.

Unit III: Field Work and Tabulation of Data, Processing and Analysis, Use of SPSS and Other Statistical Software Packages.

Unit IV: Advanced Techniques for Data Analysis, Analysis of Variance and Covariance, ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods, Correlation and Regression Analysis, Time Series Analysis, Measures of trend and seasonal indices, Research Applications.

Unit V: Sampling and Sampling Distributions: Probability and Non Probability Sampling Methods, Sampling and Non-sampling Errors, Sampling theory, Sampling distribution, Hypothesis Testing: T, Z and Chi Square(X^2) tests.

Suggested Readings

- (1) Kothari, S R -Research Methodology
- (2) Levin, R I and Rubn David S -Statistics for Management
- (3) Stephen KC -Applied Business Statistics
- (4) Emory and Cooper -Business Research Method
- (5) Hair -Marketing Research

Organisation Behaviour//SWAYAM

BM/SOM/DSC-HR303

1. Organisation-Concept, Types of Organization, Individual and Organizational Objectives, Organizational Behaviour model, Understanding Indian Social and Cultural Environment and Its Effect on Industrial Behaviour.
2. Individual Behaviour-Understanding Attitudes, Values Perception- Nature and Importance, Perceptual process, Perception vs. Sensation, Learning-Theories of Classical and Operant Conditioning, Reinforcement – Kinds and Administration.
3. Personality-Concept, Theories, Personality Development, Determinants of Personality, Personality and Organization Behaviour
4. Definitions and Characteristics of Group, Types, Stages of group development, Structural variables of group, Formal leadership, roles, norms, group status, Group Cohesiveness, Group decision making-Process and techniques, Group Co-operation, Transactional Analysis, Organizational Conflicts.
5. Organizational Changes and Organization Development, Causes of Organizational Changes, Process of Change, Resistance to change, Approaches to managing Organizational Change, Techniques of Organizational Development, Intervention- an Overview, Kinds of Applications.

Suggested Readings

- (1) Korman, Abhraham K -Organizational Behaviour
- (2) Singh and Chhabra -Organization Theory and Behaviour
- (3) Khanka S S -Organizational Behaviour
- (4) Maslow A H -Motivation and Personality
- (5) Stephen P Robbins -Organizational Behaviour
- (6) Kao S R et el -Effective Organization and Social Value
- (7) Luthans Fred -Organization Behaviour
- (8) Newstrom -Organization Behaviour at Work

Operation Research

BM/SOM/DSC-HR304

- (i) Introduction & Evolution of operation Research, Growth of Operation Research in Different Sector, Characteristics of Operation Research, Some Special Function and their Applications.
- (ii) Transportation Problem, Introduction and General structure of the Transportation Problem. Methods For Finding Initial Solution, Northwest Corner Method, Least Cost Method, Vogel's Approximation Method (VAM), Unbalanced Transportation Problem,
- (iii) Assignment Problem, Introduction Maximization in Assignment Problem, Unbalanced Assignment Problem.
- (iv) Theory of Games, Basic Definition and Terminology, Pure Strategy Games, Principle of dominance, Algebraic Method, Graphical Method, Cramer Method, Limitations and significance of Game theory
- (v) Simulation-Introduction, Methodology for Simulation, Management Application, Stochastic Simulation and Problem Numbers. Markov Analysis and its application

Suggested Readings

- (1). N.D. Vohra -Quantitative Techniques in Managerial Decisions
- (2) V.K. Kapoor -Operation Research Technique For management
- (3) Renders Stain -Quantitative Analysis for Management
- (4) Hiller -Introduction to Operation Research

Discipline Specific Elective (Any 1 out of Minimum 3 electives)

Counselling Skills for Managers

BM/SOM/DSE-HR305

- (i) Emergence and Growth of Counselling Services. Counselling as a discipline, Basic Principles for schools, for community agencies, Goals of counselling, Community and Mental Health agencies,
- (ii) Individual Counselling- Theories of Counselling, Psychoanalytic Theory, Individual Psychology, Behavioural Analysis, Assessing Client's Problems, Counselling Process, Counselling skills, Solution, application and termination.
- (iii) Counsellor's Attitudes. Skills of Counselling. Counselling Strategies. Counselling Therapies-Insight Oriented Therapy, Behaviour Therapy, Reality Therapy,

Transactional Analysis, Counselling Process, Counselling skills, Solution, application and termination, Special counselling populations.

(iv) Group Techniques for Counsellors-Definitions, Group Guidance, Group counselling, T-Group, Sensitivity Group, Task Groups, Group counselling-Theoretical considerations, Values of group counselling, Selection of group members, Group Process

(v) Role of Counselling in Understanding of Low Productivity of Indian Workers. Need of Counselling Cell in the Organization, Counselling for career planning and decision making, Application of Counselling to Organizational Situations with a focus on Performance Counselling. Stress Management-Meaning of stress, Causes, Techniques of prevention of stress.

Suggested Readings

- (1) Corner L S, Guide Hackney H -The Professional Counsellor's Process to Helping
- (2) McLennan, Nigel -Counselling for Managers
- (3) Moursund J -The Process of Counselling and Therapy
- (4) Robert L.Gibson, M.H.Mitchell -Introduction to Counselling and Guidance
- (5) Janase -Interpersonal Skills in Business
- (6) Munra C A -Counselling-A Skills Approach
- (7) Lussiar -Humans Relations in Organizations

Social Security, Labour Law and Welfare BM/SOM/DSE-HR306

(i) Social Security- Definition, Scope, Objective, Principles of Social Welfare. Abolition of Bonded and Child Labour, Government Policy for Social Security and Social Insurance, Welfare of special categories of Labour.

(ii) Workmen's Compensation Act, 1923 and Employee's State insurance Act, 1948

(iii) Payment of Gratuity Act, 1972 and Maternity benefit Act, 1961

(iv) Employees Provident Fund Act

(v) International Labour Organisation-in pursuit of Labour Welfare

Suggested Readings

- (1) Mullick -Labour Laws
- (2) Memoria, C B and Memoria, S -Industrial Labour, Social Security, and Industrial Peace in India
- (3) Sinha, G P -Industrial Relations and Labour Legislation in India
- (4) Zahiruddin -Labour Welfare Laws
- (5) Saharay H K -Industrial and Labour Laws of India
- (6) Srivastava S C -Industrial Relations and Labour Laws

Industrial Psychology BM/SOM/DSE-HR307

1. Industrial Psychology- Scope, and historical development, Testing- Characteristics of Psychological tests, Test norms, Types of Tests, Tests Vs Other Selection devices, Pro and Cons of Testing. Interview and Other Selection devices-

- Interview, Interview Considerations, applications references and Recommendations.
2. Attitude measurement and motivation, attitude and social phenomena, Methods and Measuring attitudes, Attitude Surveys and its application, attitude of employees Vs attitudes of employers, Employee Motivation and Frustration, Motivational Forces, kinds of incentives.
 3. Job Satisfaction and Morale, Factors measured in job satisfaction, Relative importance of Different Aspects and job satisfaction, Job satisfaction and job Behaviour, Theories of job Satisfaction, Morale and determinants of Morale, Methods of enhancing industrial morale, Measurement of Morale, Job Analysis and Evaluation, Uses and Value of Job Analysis, Job Analysis methods, Evaluation of job evaluation, Psychological Contributions to Job Analysis and Evaluation, Clustering of Grouping Occupation.
 4. Work Environment and Safety, Music in Industry, the Arousal Hypothesis Noise. Illumination, Colour Vibration Miscellaneous Factors, Accident Prone Principle, Accident Reduction, Predicting Accident, Fatigue, Unproductive Working Time, Rest Pauses, Absenteeism, the ultimate Work Week.
 5. Human Performance- Time and motion Study, Potential factors of Time and Motion Studies, resistance to Time and motion studies, Men in Motion, Need for Allowances in Time and Motion Study, Time and Motion Study at Home, human Engineering, Principle of Human Performance, Perceptual Motor Skills, Information Processing Behaviour, Monitoring Behaviour.

Suggested Readings:

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|-------------------------------|---------------------------|
| 1. Keeth Davis | - Human Behaviour at Work |
| 2. Chatterjee N R | - Industrial Psychology |
| 3. Gilmer B V H and E L Dec | - Industrial Psychology |
| 4. P K Ghosh and M P Ghorpade | - Industrial Psychology |

MBA HRD-Fourth Semester

Discipline Specific Core Courses

Project Management and Entrepreneurship

BM/SOM/DSC-HR401

BLOCK 1: CONCEPT OF PROJECT MANAGEMENT

UNIT I: Concept, characteristics of projects, types of projects, project identification, and Project's life cycle. Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.

UNIT II: Network Methods: Meaning, Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation. Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns;

Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system.

BLOCK 2: INTRODUCTION TO ENTREPRENEURSHIP

UNIT III: Concept of Entrepreneurship: Objective, Introduction to entrepreneurship, Entrepreneurial Development Models, Successful Models in Entrepreneurship, Intrapreneur, Development of women entrepreneurship with reference to SHGs, Social entrepreneurship

UNIT IV: Creativity, Innovation and Entrepreneur: Inventions and Innovation, The Environment and Process of Creativity, Creativity and the Entrepreneur, Innovative Approaches to Entrepreneurship, Business Incubation, Steps and Procedure to start a new business, Business Opportunities in different fields and Sectors

BLOCK 3: SUPPORT SYSTEM FOR ENTREPRENEURSHIP

UNIT V: Sources of Financing, Structure and Government Policy Support: Estimating Financial Requirements, Preparation of Detail Project Report, Project Appraisal, Sources of Long-Term Financing, Working Capital Financing, Venture Capitalist, Finance from Banking Institutions, Industrial Policy Resolutions in India, Incentives and Subsidies, Schemes for Incentives, Government Organisations like SIDO, DIC, KVIC, NSIC, SIDBI, NABARD and their role, Sick Industries and their up gradation policy measures

SUGGESTED READINGS

1. Arora, R. and Sood, S.K., *Fundamentals of Entrepreneurship and Small Business Management*. Kalyani Publishers, Ludhiana.
2. Desai, Vasant, 2016, *Business Planning and Entrepreneurial Management*, Himalaya Publishing House, Mumbai.
3. Ramachandaran, K., *Managing a New Business Successfully*. Global Business Press, New Delhi. Shukla, M.B., *Entrepreneurship and Small Business Management*. Kitab Mahal. New Delhi.
4. Dandekar, V. M. and Sharma, V. K., 2016, *Agri-Business and Entrepreneurship Development*, Manglam Publications, New Delhi.
5. T W Zimmerer, N M Scarborough. *Essentials of Entrepreneurship and small Business Management*, 5th Edition, PHI Learning Pvt Ltd
6. Panigrahi S.R. & Singh B. 2017. *Agro Entrepreneurship*. Scientific Publishers (India)

Human Resource Accounting and Auditing

BM/SOM/DSC-HR402

1. HRD Audit- Meaning and Concept, Need, designing of HRD Audit Process, Parameters to be Audited Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

2. HRD styles and Culture: OCTA PACE culture, Importance of Top Management styles in Building Culture, Auditing the HRD culture, auditing the style of Top Management, Current structures and Structural Alternatives.
3. HRD Competencies: Competencies needed, Auditing HRD Culture, Auditing the style of Top Management, Current Structures and Structure Alternatives.
4. HRD Competencies: Challenges, Professionalism in HR, Myths and Realities of HRD, Competencies needed, Auditing HRD Competencies, Individual interviews, Group Interviews, Observation, HRD Audit Instruments.
5. HR Performance and Benchmarking in Policy, Process and Management styles, bench marking Analysis. HR Accounting: Meaning, Objectives, Advantages, Limitations, Method of HR Valuations.

Suggested Readings:

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| 1. T. V. Rao | - HRD Audit |
| 2. P. Subba Rao | - Essentials of HRM and Industrial Relations |
| 3. Bohlander, Snell and Sherman | - Managing Human Resources |

Production and Operations Management

BM/SOM/DSC-HR403

BLOCK 1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

UNIT I: Nature Concept and Scope of Production and Operations Management; Factors Affecting System; Facility location, Types of Manufacturing Systems and Layouts, Process Selection and Facility Layout, Layout Planning and Analysis, Forecasting

UNIT II: Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy.

UNIT III: Productivity Variables and Productivity Measurement, Production Planning and Control, Mass Production, Batch Production, Job Order Manufacturing, Product Selection, Product Design and Development, Process Selection, Capacity planning.

BLOCK 2: INVENTORY MANAGEMENT

UNIT IV: An Overview of Inventory Management Fundamentals, Determination of Material Requirement, Safety Management Scheduling, Maintenance Management Concepts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment, Production Planning and Control (PPC) Industrial Safety, human-machine interface, types of interface designs. Cloud operations management

BLOCK 3: QUALITY MANAGEMENT

UNIT V: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, ISO standards and their Importance, Introduction to re-engineering, value engineering, check sheets, Pareto charts, Ishikawa charts, JIT Pre-requisites for implementation Six Sigma, Lean Management, Reliability Engineering, Safety Engineering, Fault Tree Analysis.

Suggested Books

1. Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011.
2. Operations Management - Richard B. Chase, 11/e, TMH.
3. Operations Management-Terry Hill, Second edition, Palgrave Macmilan
4. Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.
5. Production and Operations management - Ajay K. Garg, Tata Mc-Graw Hill, 2012.
6. William J. Stevenson. 2014, *Operations Management*, 12th Edition, McGraw-Hill
7. Panneer selvam K. 2012. *Production and Operations Management* 3rd Edition, Prentice Hall India Learning Private Limited
8. S. N Chary, 2017, *Production and Operations Management*, McGraw Hill Education; 5 edition

Dissertation Report (60% Report+40% Viva-voce) Evaluated by external examiner

BM/SOM/DR-HR404

Each student is expected to carry out a research study under the supervision of a designated internal faculty member on a real management problem with respect to issues related to Trade, business, Commerce, Industry, and finance, Corporate Governance. On completion of the study the student shall submit a project report in the form of Dissertation which shall be forwarded to the University for external Evaluation. The project report shall be evaluated by the external expert appointed by the University.

At the end of the Semester, each Student will have to appear for Viva-Voce exam wherein his knowledge and skills acquired during the course and the Project work shall be examined. The Viva-Voce shall be conducted jointly by one faculty of the department/institute and one External faculty appointed by university from business management area only.

Discipline Specific Elective (Any 1 out of Minimum 3 electives)

Environmental Pollution and Industrial Safety

BM/SOM/DSE-HR405

1. Environment and Development, Laws relating to Environmental Pollution, Environmental Protection Act, Important provisions of the Act like- Water

- (Prevention and control of Pollution) Act, Air (Prevention and control of Pollution) Act, Measures adopted by Government Protection and pollution Control.
2. Occupational Health- Concept, Nature, Scope and Significance of Occupational Health, Different Types of Occupational Diseases- Diagnosis, Prevention and treatment, Structure and function of Model occupational health service, Notifiable Occupational Diseases.
 3. Behavioral Toxicology- Industrial Pollutants, effluents and Toxicants and their impact of Health and Behaviour of workers- An overview, Impact of Automation and Computerization on Health of the Employees, Health Hazards in the Work Place
 4. Occupational Stress-Concept and Causes of Stress, Impact of stress on workers and employees, Prevention and control of Occupational Stress, Physical Exercises, Yoga and Meditation. Sabbaticals
 5. Industrial Accidents and Industrial Safety- nature and Causes, fatigue, monotony, Preventive and remedial measures of Industrial Accidents. Nature, Concept and Approaches of Industrial Safety, measures for Industrial Safety, Safety Climate, Quality of Work Life and Its Impact on Industrial Safety.

Suggested Readings:

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| 1. S. K Agarwal | -Industrial Environment and strategy |
| 2. Englewood Cliffs | - Occupational Safety and Engineering |
| 3. R. M. Lodha | - Environment and Industry |

Management of Public Relation

BM/SOM/DSE-HR406

1. Public Relations: Concept, Significance, Nature and Scope, Process, Factors affecting Public Relations, Reflectors of Public Relations, Methods and Techniques of public Relations, position and Functions of public Relation Officer.
2. Public Relations and publicity through Newspapers, T.V., Radio, etc., public Relations with Government, Consumers, Political and Community Leaders and Non-Governmental Organizations, Reports, House Magazines, Exhibitions, Sponsorship Advertising-Concept, Types, Steps, Campaigns, Methods and Techniques, Agencies, Constitutional and Legal Restraints.
3. Organization PR Department, Role, Importance, Management, Budgeting, PR action Plan, Group Communication, In House Journals, Financial PR.
4. Press and Public Relations, Corporate PR, Managing Corporate Crisis.
5. Public Relation with Government, with Consumers, with Political and community Leaders, with Non-Governmental Organizations.

Suggested Readings:

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|--------------------------------------|--|
| 1. Jefkins, Frank | - Public Relations |
| 2. Mamoria, C.B. | - Personnel Management |
| 3. Pareek, Udai and Lynton, Rolf, P. | - Training for Development |
| 4. Rae, Leslie | - Techniques of Training |
| 5. Rudrabasavaraj, M.N. | - Executive Development |
| 6. Sengupta, Sailesh | - Management of public Relations & Communication |

Human Resource Training and Development

BM/SOM/DSE-HR407

1. Nature, Concept and importance of training, Training Process, different types of Training, Role, Responsibilities and challenges to Training Managers, Skills of an Effective Trainer, Role of Stakeholders in Training.
2. Organization and Management of Training Functions, Training Needs Assessment and Action Research, objectives of Training from Organizational Point of View.
3. Instructional objectives and lesson Planning, Learning process, Training Climate and Pedagogy, Developing Training Modules.
4. Training Methods and Techniques, Designing Training Programmes, Facilities Planning and Training Aids.
5. Training Communication, Training Evaluation, Levels of Training impact Evaluation, Training and development in India.

Suggested Readings:

1. Ross, Joel E. -Total Quality Management
2. Walsh, Loren -Quality Management Handbook
3. Dalela, Suresh and Dalela -ISO-9000-A Manual for Total Quality Management
- Krouse, Stephen B. -Human Resources management Perspective on TQM