

M.H.R.D. Exam. -2014
(Semester Pattern)

Prospectus No.20141527

संत गाडगे बाबा अमरावती विद्यापीठ

SANT GADGE BABA AMRAVATI UNIVERSITY

वाणिज्य विद्याशाखा
(FACULTY OF COMMERCE)

अभ्यासक्रमिका
मानव संसाधन विकास पारंगत परीक्षा

PROSPECTUS

OF

Master of Human Resource Development
Semester -I Exam. Winter -2014
Semester -II Exam. Summer -2015
Semester -III Exam. Winter -2015
Semester -IV Exam. Summer -2016



2014

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SANT GADGE BABA AMRAVATI UNIVERSITY AMRAVATI**SPECIAL NOTE FOR INFORMATION OF THE STUDENTS**

- (1) Notwithstanding anything to the contrary, it is notified for general information and guidance of all concerned that a person, who has passed the qualifying examination and is eligible for admission only to the corresponding next higher examination as an ex-student or an external candidate, shall be examined in accordance with the syllabus of such next higher examination in force at the time of such examination in such subjects papers or combination of papers in which students from University Departments or Colleges are to be examined by the University.
- (2) Be it known to all the students desirous to take examinations for which this prospectus has been prescribed should, if found necessary for any other information regarding examinations etc., refer the University Ordinances Booklet the various conditions/provisions pertaining to examination as prescribed in the following Ordinances.

Ordinance No. 1	:	Enrolment of Students.
Ordinance No. 2	:	Admission of Students
Ordinance No. 4	:	National cadet corps
Ordinance No. 6	:	Examinations in General (relevant extracts)
Ordinance No. 18/2001	:	An Ordinance to provide grace marks for passing in a Head of passing and Improvement of Division (Higher Class) and getting Distinction in the subject and condonation of deficiency of marks in a subject in all the faculties prescribed by the Statute NO.18, Ordinance 2001.
Ordinance No. 9	:	Conduct of Examinations (relevant extracts)
Ordinance No. 10	:	Providing for Exemptions and Compartments
Ordinance No. 19	:	Admission of Candidates to Degrees.
Ordinance No. 109	:	Recording of a change of name of a University student in the records of the University.

Ordinance No. 6/2008	:	For improvement of Division/Grade.
Ordinance No.19/2001	:	An Ordinance for Central Assessment Programme, Scheme of Evaluation and Moderation of answerbooks and preparation of results of the examinations, conducted by the University, Ordinance 2001.

Dineshkumar Joshi
Registrar
Sant Gadge Baba Amravati University

PATTERN OF QUESTION PAPER ON THE UNIT SYSTEM

The pattern of question paper as per unit system will be broadly based on the following pattern.

- (1) Syllabus has been divided into units equal to the number of question to be answered in the paper. On each unit there will be a question either a long answer type or a short answer type.
- (2) Number of question will be in accordance with the unit prescribed in the syllabi for each paper i.e. there will be one question on each unit.
- (3) For every question long answer type or short answer type there will be an alternative choice from the same unit. However, there will be no internal choice in a question.
- (4) Division of marks between long answer and short answer type question will be in the ratio of 40 and 60.
- (5) Each short answer type question shall contain 4 to 8 short sub question with no internal choice.

DIRECTION**No.17 /2014****Date : 1/7/2014**

Subject : Examinations leading to the Degree of Master of Human Resource Development (मानव संसाधन विकास पारंगत) (Semester Pattern-Two Years Degree Course) Direction 2014

Whereas, Ordinance No. 11 of 2001 in respect of Examinations leading to the Degree of Master of Industrial Relations & Personnel Management (Semester Pattern – Two Years Degree Course) Ordinance, 2001 is in existence in the University.

AND

Whereas, the Academic Council in its meeting held on 28/5/2010 vide Item No. 39 was resolved to change the nomenclature of the M.I.R.P.M. degree as Master of Human Resource Development (M.H.R.D.) as suggested by the U.G.C.

AND

Whereas, the Management Council in its meeting held on 16/8/2010 vide Item No. 364 was approved the change in nomenclature of Post Graduate Degree in M.I.R.P.M. as Master of Human Resource Development (M.H.R.D.) and directed that all relevant changes be made by the respective Authorities / Bodies at the earliest.

AND

Whereas, the Academic Council in its meeting held on 17/2/2014 vide Item No. 22(3) F) has resolved to accept the Scheme of Examinations, syllabi and others provisions of Master of Human Resource Development (M.H.R.D.) course to be implemented from the session 2014-2015.

AND

Whereas, the Academic Council in its meeting held on 17/2/2014 vide Item No. 22(3) F) has resolved to refer the matter to the Ordinance Committee.

AND

Whereas, making respective Ordinance is time consuming process.

AND

Whereas, the Master of Human Resource Development (M.H.R.D.) course is to be implemented from the academic session 2014-2015.

AND

Whereas, the scheme of examinations and syllabi of M.H.R.D. Semester-I & II course are to be made available for the academic session 2014-2015.

Now therefore, I Dr. J.A. Tidke, Vice Chancellor, Sant Gadge Baba Amravati University in exercise of the powers conferred upon me under

sub-section (8) of section 14 of the Maharashtra Universities Act, 1994, do hereby direct as under –

1. This Direction may be called “Examinations leading to the Degree of Master of Human Resource Development (मानव संसाधन विकास पारंगत) (Semester Pattern-Two Years Degree Course) Direction 2014
2. This Direction shall come into force from –
 - (i) The Academic Session 2014-2015 for M.H.R.D. Semester-I & II
 - (ii) The Academic Session 2015-2016 for M.H.R.D. Semester-III & IV
3. I. The Examinations leading to the Master of Human Resource Development course shall be held at such places and on such dates as may be appointed by the Board of Examinations.
 - II. The M.H.R.D. degree course shall be of two years duration i.e. Semester-I,II,III & IV.
 - III. The course shall be conducted in two Semesters in each academic year.
 - IV. Subject to their compliance with the provisions of this Direction and of any other Ordinances (Pertaining to Examinations in General) in force from time to time, the applicant for admission to the Semester-I Examination of the Master of Human Resource Development course shall have-
 - i) Passed the Bachelor’s Degree of this University in any faculty or of any other Statutory University.
 - ii) Prosecuted a regular course of study for not less than one Academic Year in a college or department recognised for this purpose by the University.
 - iii). Eligibility for admission’s to Semester-II,III & IV of M.H.R.D. course shall be as given in the table.

Eligibility Table

Sr. No.	Name of the Exams	The Students should have completed the term satisfactorily	The Students should have passed in the subjects of the Examinations of
1	2	3	4
1	MHRD. Semester-I	MHRD Semester-I	—
2	MHRD. Semester-II	MHRD Semester-II	—
3	MHRD. Semester-III	MHRD Semester-III	2/3 Papers of M.H.R.D. Semester-I & II taken together.
4	MHRD. Semester-IV	MHRD Semester-IV	—

4. Without prejudice to the other provisions of Ordinance No.6 relating to examinations in general, the provisions of Paragraphs 5,8,10,27 and 32 of the said Ordinance shall apply to every candidate.
5. The fees for each semester examinations shall be as prescribed by the University from time to time.
6. An applicant for the examination prosecuting a regular course of study to the Degree of Master of Human Resource Development shall not seek admission to any other academic course in this or any other University.
 - I. The Scope of the Subjects shall be as indicated in the Syllabus.
 - II. Schemes of the Examinations for each Semester shall be as indicated in Appendices A,B,C,D & E appended with this Direction.
 - III. Medium of Instructions and examinations shall be English.
8. In order to pass at the Semester I,II,III & IV Examinations, an Examinee shall obtain not less than 40% Marks in each paper, that is to say, separately in the Written Examination, and in sessional not less than 50% of the prescribed Marks. The Examinee shall have to obtain 50% Marks of the aggregate marks in all the papers taken together as given in appendices A,B,C,D & E.
9. An Examinee who is unsuccessful at the examination shall be eligible for admission to the Examination on payment of a fresh Fee prescribed for the Examination together with an Ex-Student Fee.
10. An Examinee who has failed at the sessional Examination, Internal Assessment or Project Viva-Voce only shall be required to register himself afresh for the same in the Department/college in the subject or subjects in which he so failed on payment of a fresh annual sessional Fee. The Head of the Department/College shall, on being satisfied about the completion of the sessional work/ Internal Assessment or Project of such a candidate, send the fresh sessional Marks/Grades to the University.
11.
 - i) There shall be no classification of successful examinees at the Semester-II Examination.
 - ii) Successful examinees obtaining 60% or more Marks in the aggregate of Semester I,II,III & IV Examinations taken together shall be placed in the First Division, those who have obtaining less than 60% but not less than 55% marks in Higher Second Division, and those obtaining less than 55% marks in the Second Division.
12. Provisions of Ordinance No.18 of 2001, relating to an Ordinance to provide grace marks for passing in a head of passing and improvement of division (Higher Class) and getting distinction in the subject and

- condonation of deficiency of marks in subject in all the faculties prescribed by the Statute No. 18, and of Ordinance No. 10 relating to Exemptions and Compartments shall apply to the examinations under this Direction.
13. The provision of Ordinance No. 6 of 2008 relating to improvement of division shall apply to the examination of this course.
 14. Notwithstanding anything to the contrary in this Direction, no person shall be admitted to this Examination, if he has already passed the same Examination or an equivalent Examination of any other statutory University.
 15. Examinees successful at the Master of Human Resource Development (M.H.R.D.) Semester I, II, III & IV Examinations shall, on payment of the prescribed fee, receive a Degree in the prescribed form signed by the Vice-Chancellor.

Amravati.
Date : 20/5/2014

Sd/-
(J.A. Tidke)
Vice-Chancellor

Appendix – A

Master of Human Resource Development (MHRD)

Semester – I – Examination

Sr. No.	Paper No.	Subject	Duration of Exam Hrs.	Periods per week	Theory / Sessional	Maximum Marks	Minimum Marks	Maximum Aggregate Marks
1	101	Principles and Practices of Management	3	3	Theory / Sessional	80 20	32 10	300
2	102	Organizational Behaviour	3	3	Theory / Sessional	80 20	32 10	
3	103	Managerial Skills Development	3	3	Theory / Sessional	80 20	32 10	
4	104	Managerial Economics	3	3	Theory / Sessional	80 20	32 10	
5	105	Business Ethics	3	3	Theory / Sessional	80 20	32 10	
6	106	Quantitative Techniques	3	3	Theory / Sessional	80 20	32 10	
7	107	Industrial Visit Short Tour	-	2	Internal Assessment			

Scheme for Internal Assessment

(For 20 Marks)

- Two Home Assignment (5 marks each) ... 10 Marks
- Two Classroom Test (5 marks each) ... 10 Marks

Appendix - B

Master of Human Resource Development (MHRD)

Semester – II – Examination

Sr. No.	Paper No.	Subject	Duration of Exam Hrs.	Periods per week	Theory / Sessional	Maximum Marks	Minimum Marks	Maximum Aggregate Marks
1	201	Management of Training and Development	3	3	Theory / Sessional	80 20	32 10	300
2	202	Industrial Psychology and Sociology	3	3	Theory / Sessional	80 20	32 10	
3	203	Strategic Human Resource Management	3	3	Theory / Sessional	80 20	32 10	
4	204	Computer Applications in Human Resource Management-I	3	3	Theory / Sessional	80 20	32 10	
5	205	Business Legislations	3	3	Theory / Sessional	80 20	32 10	
6	206	Research Methodology	3	3	Theory / Sessional	80 20	32 10	
7	207	Industrial Visit Long Tour	-	2	Internal Assessment			

Scheme for Internal Assessment

(For 20 Marks)

- Two Home Assignment (5 marks each) ... 10 Marks
- Two Classroom Test (5 marks each) ... 10 Marks

Appendix – C

Master of Human Resource Development (MHRD)

Semester – III – Examination

Sr. No.	Paper No.	Subject	Duration of Exam Hrs.	Periods per week	Theory / Sessional	Maximum Marks	Minimum Marks	Maximum Aggregate Marks
1	301	Functional Areas in Management – I	3	3	Theory / Sessional	80 20	32 10	300
2	302	Labour Legislations	3	3	Theory / Sessional	80 20	32 10	
3	303	International Human Resource Management	3	3	Theory / Sessional	80 20	32 10	
4	304	Knowledge Management	3	3	Theory / Sessional	80 20	32 10	
5	305	Management of Industrial Relations	3	3	Theory / Sessional	80 20	32 10	
6	306	Computer Applications in Human Resource Management - II	3	3	Theory / Sessional	80 20	32 10	
7	307	Project	-	2	Graduation Paper			

Scheme for Internal Assessment

(For 20 Marks)

- Two Home Assignment (5 marks each) ... 10 Marks
- Two Classroom Test (5 marks each) ... 10 Marks

Appendix - D

Master of Human Resource Development (MHRD)

Semester – IV – Examination

Sr. No.	Paper No.	Subject	Duration of Exam Hrs.	Periods per week	Theory / Sessional	Maximum Marks	Minimum Marks	Maximum Aggregate Marks
1	401	Dynamics of Human Resource Development	3	3	Theory / Sessional	80 20	32 10	300
2	402	Wage and Salary Administration	3	3	Theory / Sessional	80 20	32 10	
3	403	Employees Empowerment	3	3	Theory / Sessional	80 20	32 10	
4	404	Functional Areas in Management – II	3	3	Theory / Sessional	80 20	32 10	
5	405	Corporate Planning & Strategy	3	3	Theory / Sessional	80 20	32 10	
6	406	Human Resource Accounting and Audit	3	3	Theory / Sessional	80 20	32 10	
7	407	Project	-	2	Graduation Paper			

Scheme for Internal Assessment

(For 20 Marks)

- Two Home Assignment (5 marks each) ... 10 Marks
- Two Classroom Test (5 marks each) ... 10 Marks

Appendix – E

Master of Human Resource Development (MHRD)

Semester Pattern

(1) Scheme of Assessment of MHRD-107 Industrial Visit.

Visit	-	50 Marks
Report	-	30 Marks
Seminars	-	20 Marks

There shall be two short visits within 100 Km. Area. The Report & Seminar will be based on actual visits.

(2) Scheme of Assessment of MHRD-207 Industrial Visit.

Visit	-	50 Marks
Report	-	30 Marks
Seminars	-	20 Marks

There shall be one long visit beyond 100 Km. The Report & Seminar will be based on actual visit.

The marks obtained in papers MHRD-107, 207, 307 & 407 shall be counted in Grades as follows.

Marks	Grade
80% and above	O
70% and above but below 80%	A
60% and above but below 70%	B
50% and above but below 60%	C
40% and above but below 50%	D

To pass in Internal Assessment/Graduation paper candidate must obtain minimum 'C' grade.

Syllabi prescribed for

MASTER OF HUMAN RESOURCE DEVELOPMENT (M.H.R.D)

(Effective from the Session 2014-2015 for Sem.I&II)

Semester-I

MHRD.101-PRINCIPLES AND PRACTICES OF
MANAGEMENT

- Unit-I** : **BASIC CONCEPTS** : Basic Concepts of Management, Role and Importance of Management in Modern Society, Management as a Social System, The Operational Concept of Management, Other Approaches to Management.
- Unit-II** : **MANAGEMENT DEVELOPMENT** : The Development of Management, Management in Antiquity, Industrial Revolution and its impact, Emergence of Scientific Management Movement, Contribution of Taylor, Fayol and Bernard to Management Science, Emergence of Modern Management Thought and Contribution of Behavioural Science.
- Unit-III** : **THE PROCESS OF MANAGEMENT** : The Process of Management Planning, Organizing Staffing, Directing, Controlling, Nature, Purpose and Principles of Management, Decision-making, Managerial Development, Leading, Control Techniques.
- Unit-IV** : **MANAGEMENT CONCEPTS** : Important Concepts in Management, Co-Operation and co-Ordination, Managerial Authority and Responsibility, Delegation and Decentralization, Line and Staff concepts, Committees, Policies and Strategies, Performance Appraisal.
- Unit-V** : **PROFESSIONAL MANAGEMENT** : Management as Profession Practice and Need, Social Responsibility of Business, Management by Objective, Top Management Functions.

Reference Books :

1. Tripathy, Reddy. Principles of Management.
2. Mrityanjay Banerjee Business Administration.
3. Koontz & O'Donnel Management A contingency and Systems analysis.
4. James A.F.Stoner Management.
5. Monday, Sharplin, Holmes & Filippo Management Concept & practices.

MHRD.102-ORGANIZATIONAL BEHAVIOUR

- Unit-I** : Understanding Organisation, Significance of Scientific Study of Human Behaviour, Hawthorn Studies it's importance & implication, Approaches-Cognitive, Behaviourstic& Social learning framework Human Need, theory, Maslow & Herzberg Motivation Process.
- Unit-II** : Perspectives of Organisation, Perception & Impression, Personality & Attitudes, Learning Values.
- Unit-III** : Group Dynamics, Group formation, Group interaction, Conflict Management, Team Management "Morale"
- Unit-IV** : Leadership- Managerial styles Managerial effectiveness, Indian Manager & His effectiveness, Delegation, Decision Making.
- Unit-V** : Organisation Change & Development, Process of Organisation Change, Approaches to planned change. Lewis three step model, O.D. Values & Interventions.

Reference Books :

1. Keith Devis Human Behaviour at Work.
2. Kundson&Fleeror Management of Organizational Behaviour.
3. Korman A.K. Organizational Behaviour.
4. Prasad Organisation Theory & Behaviour.
5. Uma Sekharan Organizational Behaviour.
6. K.Aswathappa, Organizational Behaviour. Himalaya Publication, Delhi.

MHRD.103-MANAGERIAL SKILLS DEVELOPMENT

- Objective:** The course is aimed at equipping the students with the necessary techniques & skills of communication and presentation. It enables in developing confidence among students to perform better as professionals.
- Unit-I** : Managerial Skills- Nature & Concepts, objectives, significance, Employability Skills, Soft Skills and Technical Skills.
- Unit-II** : Importance & Nature of communication, Verbal and Non Verbal, Talking and Speaking, Principles of effective

communication, Process of communication, Barriers of Communication, Types of Communication.

- Unit-III** : Do's and Don'ts of Business Writing, Business correspondence, Report Writing, e-communication, Resume Writing, C.V. Writing.
- Unit-IV** : Listening Skills, Body Language and Public Speaking, Negotiation Skills.
- Unit-V** : Interview Techniques, Group Discussions, Presentation skills, Meetings, Case Analysis, Brain Storming, Paper Writing and Presentation.

Reference Books :

1. Bowman, Joel P and Branchaw, Bemadine :Business Communication from Process to Product. Dryden Press, Chicago
2. Hatch Richard : Communicating in Business, Science Research Associates, Chicago
3. Murphy, Herta A and Peck, CharriesE :Effective Business Communications. 2nd ed., Tata McGraw Hill, New Delhi.
4. Pearce. C. Glenn etc. : Business Communications, Principles and Applications.2nd" ed. John Wiley, New York.

MHRD.104-MANAGERIAL ECONOMICS

- Unit-I** : Introduction to Managerial Economics, Nature, Scope, Defination of Managerial Economics, Relationship of Managerial Economics with applied Economics and Sciences, Significance of Managerial Economics, Fundamentals Concepts-Demand, Supply, Price, Competition Monopoly, Production, Cost, Distribution, Consumption, Profit-Total, Average & Marginal.
- Unit-II** : Demand Define, characteristics of Demand, schedule, Law of Demand, Exceptions, Elasticity of Demand Forecasting the Demand.
- Unit-III** : Price Theory: Price Determination Under Perfect competition, Pricing under monopoly, Pricing under monopolistic Competition & Oligopoly.
- Unit-IV** : Cost Anaylysis& B.E.P, Fixed cost & Variable cost, Direct cost Indirect cost, Past & Future cost, Short run & Long run

cost, Book & Cash cost, Controllable & Sunk cost Urgent & Postponable cost, Explicit & Implicit cost, Private & Social cost, Break even Analysis.

Unit-V : Economic Fluctuations and Pricing Policies- Trade cycle, Meaning, features, implications. National Income, Concepts & Importance, Industrial Policies Since 1991.

Reference Books:

1. Joel Dean- Managerial Economics.
2. William Hynes & other - Managerial Economics.
3. P.L.Mehta- Managerial Economics.
4. V.M.Sultanchan Managerial Economics.

MHRD.105-BUSINESS ETHICS

Objective: To acquaint the students with ethical values and practices with emphasis on Indian Values and Culture

Unit -I : Indian Management – Principles, Models & Theory of Karma, Theory and Practices of Holistic Management and its relevance

Unit -II : Ethics – Meaning, Objectives and Sources of Ethics, Types of Business Ethics, Factors influencing Business Ethics, Ethics V/s Morals and Values

Unit -III: Managing Ethics – Theories of Ethics, Ethical Dilemma, Codes of Ethics, Normative Ethics in Management, Need and Values of Ethics in Global Change Behavioral Aspects of Ethics and Values

Unit -IV: Indian Values in Management – Secular and Spiritual Values, Science and Human Values, Lessons from Ancient Indian Educational System

Unit -V : Stress Management – Stress, Eustress, Distress, Indian Perspective of Stress Management, Reasons for stress at workplace, Coping with a stress

Reference Books :

1. Murthy, C.S.V. : Business Ethics – Text and Cases, Himalaya Publishing House Pvt. Ltd., 2nd Edition.
2. Wills, Joseph N. : Business Ethics – A Stakeholder and Issues Management Approach, South Western Cengage Learning.

3. Chakraborty, S.K. : Foundations of Managerial Work-Contributions from Indian Thought, Himalaya Publishing House Delhi.
4. Kumar, S and N.K. Uberoi : Managing Secularism in the New Millennium Excel Books 2000.
5. Gandhi, M.K. : The story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad.
6. Sharma Suhas : Eastern Door Western Windows, New Age Publications.

MHRD.106-QUANTITATIVE TECHNIQUES

Unit -I : Arithmetic Progression, Geometric Progression, Harmonic Progression. Matrices, Determinants & Matrices.

Unit -II : Central Tendency, Measures of Dispersion, Probability theory and probability Distribution.

Unit -III : Correlation & Regression Analysis, Time Series Analysis.

Unit -IV : Linear Programming : Concept, Model Formulation, Methods ; Graphical Association of Attributes.

Unit - V : Networking, CPM & PERT, Decision Tree.

Reference Books :

1. Srivastava U.K., Shenoy G.V., Sharma S.C. : Quantitative Techniques for Managerial Decisions-New Age International Ltd. New Delhi.
2. Andrew Varsonji, Herbert F.Spirer : Quantitative Analysis for Business, Prentice Hall India Private Limited, New Delhi.
3. Anderson, Sweeney, Williams : Quantitative Methods for Business- West Publishing Company.

MHRD.107-INDUSTRIAL VISIT SHORT TOUR

Semester-II

MHRD.201-MANAGEMENT OF TRAINING & DEVELOPMENT

Unit - I : Overview

Training-Concept, Meaning & definition, Scope, Nature, Objective of Training & Development, Importance & advantages.

Unit -II: Climate of Training

Developing the conducive climate, Training policy, learning process, Designing of Training module, Sensitivity training, Training coverage.

Unit -III: Training needs & function

Training functions, Needs, Assessment, Role of Training Manager, Managerial function, Knowledge & skills, Challenges to Training Manager.

Unit -IV : Training methodologies & Process

Training methods, Techniques & pedagogy, Training process, Employee Competency Development, Evaluation of Training System, Training Scenario.

Unit -V : Training feedback & Development Programme

Training feedback & Evaluation, Administration of management development, Programme, Goal, Concept, Training Budget, Training Audit, Training & Development in India.

Reference Books :

1. A.M.Sarma: Personal & HR Management - Himalaya publishing house, 6th revised edition 2009.
2. Price, n Personnel : Human Resource Management.
3. Major R.F. : Preparing industrial objective 2nd edition.
4. Ewing, David w. : The knowledge of Executive in the Educational Development Service

MHRD.202-INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

Unit-I: Introduction to Industrial Psychology, Definition & Scope, Major influences on Industrial Psychology, Organization Moral & leadership, Industrial Psychology in India.

Unit-II: Individual at work place: Motivation & Job satisfaction, Stress Management, Organizational culture.

Unit-III: Industrial Sociology :Introduction, Industrial Sociology process, obstacles & influences on socialization. Industrial social system: Definition, Concept, Modern Socio-technical system & changes : Features, Effect on productivity, Industrial climate, Group & group cohesion.

Unit-IV: Social responsibility of Business : Concept, Rationale, Changing trend in Social responsibility of Indian business, Social responsibility of Indian businessmen.

Unit-V: Business Ethics: Meaning, objectives, Principle, Ethics, unethical practices in Industry; code of business ethics; Need & value of ethics in global change; behavioral aspects in ethics.

Reference Books :

1. Miner J.B. : Industrial/ Organizational Psychology, McGraw Hill.
2. Blum & Naylor : Industrial Psychology, CBS Publication
3. Aamodt M.G.: Industrial/ Organizational Psychology an Applied Approach, Belmont, C.A.
4. GisbertPascal : Fundamentals of Industrial Sociology, Tata McGraw Hill, Delhi.
5. Scheider EgnoV :Industrial Sociology 2nd edition, McGraw Hill, Delhi.
6. Sinha G.P. &P.R.N.Sinha : Industrial Relation &Labour Legislations, Oxford & IBH Publishing Co.
7. Ashathappa K. : Human resource Management, Tata McGraw Hill, New Delhi.

MHRD.203-STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit-I: STRATEGIC HUMAN RESOURCE MANAGEMENT : AN OVERVIEW-

Introduction to strategic HRM, People as strategic Assets, The process of strategic Management, Challenges for HRM.

ALIGNING HUMAN RESOURCES WITH STRATEGY- HR'S emerging Role in the formulation and Implementation of strategy, Models Integrating strategy and HR, Economic Indications of HRM, Investment perspective of HR, Factors affecting Investment – Oriented organizations , Human capital Accounting, Sources of employee value , Adding value through rewards and benefits , Adding value through alteration & recruitment .

Unit–II: HR & ORGANISATIONAL STRATEGIES-

HR & corporate Strategy, Human Resource strategy, Framework, External Environment Scan, Internal Capital Assessment, Strategy Formulation. Job Analysis & Job Design, Designing & Redesigning work system, Organizational Structure, enacting strategy for Structure, Emerging Issues in organizational Redesigning.

Unit–III: HUMAN RESOURCE FORECASTING –

Human Resource Forecasting – An Introduction, Strategic Issues in Forecasting Human Resource Supply – Utilization of supply Forecasting Techniques, Techniques for Forecasting the Demand for Human Resources, Strategic Issues in Demand Forecasting. Strategic acquisition of Human Resources and Strategic staffing – Strategic Recruitment, Strategic selection, Strategic approach to Issues in staffing, Importance of technology and staffing.

Unit-IV: STRATEGIC ISSUES IN TRAINING & DEVELOPMENT –

Integrating Training with Performance Management, Integrating Training with compensation, Linking Training to organizational strategy, Need assessment is done at three levels, Shift from Training to learning, Developing a learning organization, Use of Technology in Training.

PERFORMANCE MANAGEMENT AND EVALUATION –

Overview of performance appraisal, Strategic dimension of performance appraisal, From performance appraisal to performance Management, Organizational Appraisal – Balance scorecard, Economic Value Added.

Unit –V : COMPENSATION & STRATEGIC HUMAN RESOURCE MANAGEMENT :

Introduction, Objectives of compensation system, Organizational strategy, Goals and compensation of Employees, Elements, Types. Compensation groups, Strategic Industrial relations, Labour Management-Union relations strategies.

CAREER MANAGEMENT – Corporate career Management. Concept of Downsizing Turnover, Outsourcing knowledge Management and Human Resources.

New Trends : International HRM, Strategic International HRM, Strategic HRM and Multinationals.

Reference Books :

1. Michael Armstrong : Strategic Human Resource Management, Kogan Page India Pvt. Ltd. 4th Edition.

2. Anuradha Sharma, Aradhana Khandekar : “Strategic Human Resource Management” An Indian perspective, Response Books.
3. V.S. Ramaswamy, S. Namakumari : Marketing Management, Planning, implementation and control, McMillan, 3rd Edition.
4. Arunkumar, N. Meenakshi : Marketing Management, Vikas Publishing House, 2nd Edition.

MHRD.204-COMPUTER APPLICATIONS IN H.R.M. – I

Unit-I : Computer in Management : An Introduction, Computer Generation, Basic functional units of Computer, Personal Computer and its uses, Types of Memory, CPU, I/O devices, Hardware, Software and its application.

Unit-II : Managerial Application of Computers, Computer and Management Functions, Computer based Financial System, Computer based Inventory Systems, IT Applications in Human Resource Management, Role of IT In Sales & Marketing, Computer based Accounting Packages, Preparation of Vouchers, Invoice and Salary Statement.

Unit-III : HR and Technology, Link between HR and Technology, Impact of IT on HRM, Introduction to Human Resource Information System (HRIS), Operational HRIS, Tactical HRIS, Strategic HRIS, Packages of HRM.

Unit-IV : History of Operating System. Objectives of Operating System, Types of OS, Components, Operating System Functions, Example of Operating System : Unix, Linux, Windows, MAC, Android and Windows Phone

Unit-V : Data Base Management System : Introduction, Importance, DBMS System Architecture, Structured Query Languages (SQL), Database backup & Recovery, Database Security, Emerging Database Technologies

Reference Books :

1. B. Ram : Computer Fundamentals, PHI.
2. V. Raja Raman : Fundamentals of Computers, TMH
3. G.K. Gupta : Database Management System, Tata Mcgraw-Hill.
4. Ramez Elmasri, Shamkant B. Navathe : Fundamentals of Database System, 5th ED. Pearson Education.
5. P. Mphan : Information Technology & Its application in Business, Himalaya Publishing House, Mumbai.

6. Michael J.Kavanagh, Mohan Thite,RecharD.Johnsone : Human Resource Information Systems, Sage Publications.
7. Rajesh Vishwanathan : Strategic Human Resource Management, Himalaya Publishing House.

MHRD.205- BUSINESS LEGISLATIONS

Course Objective

The objective of this course is to acquire the students with various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in best interest of the organization.

Unit - I : The Indian Contract Act 1872: Definition, concept of contract, valid contract and its essential elements, Types of contract, Quasi Contract, Discharge of Contract; Breach of contract and its Remedies, Agency, Contract of indemnity and guarantee, Bailment

Unit-II : The Sale of Goods Act 1930: Contract of sale, Agreement to sell, Formation of Contract Conditions and warranties, Hire-Purchase, Passing of property, transfer of property, remedies for breach, Rights of unpaid sellers. Doctrine of Caveat emptor,

Unit-III : The Negotiable Instrument Act 1881: Definition and Characteristics, Nature and Type of Negotiable Instrument, Promissory notes, bills of exchange and cheques, Parties to Negotiable Instrument; Methods of Negotiation of Instruments Endorsement and delivery of a Negotiable instrument, Negotiation by unauthorized parties, Dishonour and Discharge of Negotiable Instrument, Holder in due course

Unit-IV : The Companies Act 1956: Nature and Types of Companies, Formation & Formation Stages of Company, Shareholders and Debenture Holders, Memorandum of Association, Article of Association, Winding-up.

Unit-V : Consumer Protection Act 1986: Definition of Consumer, Rights of consumer, Nature and scope of Remedies available to the consumers, Exploitation of Consumer.

Indian Partnership Act 1932: Definition of Partnership, types of partnership, Formation of Partnership, Registration of partnership, kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, Dissolution of partnership.

Reference Books :

1. AvtarSingh :Mercantile Law, Eastern Book Company.
- 2 Chandra Bose :Business Laws, PHI.
- 3 Bulchandani, :Business Law for Management, Himalaya Publishing House.
4. Kumar : Legal Aspect of Business 1st,edition,Cengage Learning.
5. Taxman's :General and Commercial Laws.
6. M.C. Kuchhal :Business Legislation for Management 2nd edition, Vikas Publishing House.

MHRD.206-RESEARCH METHODOLOGY

Unit -I : Foundation of Research- Meaning Objectives, Motivation, Utility, Concept of theory, Empiricism, Deductive & inductive theory, Characteristics of scientific method .

Understanding language of Research: Concept , Construct, Definition, Variable. Introduction to Research Methodology : Meaning, Concept, Purpose and process of Research.

Unit - II : Importance of Research, Features of a good research design. Exploratory Research Design – Concept, Types and uses. Descriptive Research Design – Concept, Type & uses. Experimental Design : Casual relationships, Concept of Independent & Dependent Variables. Concomitant Variables, extraneous Variable , Problem Identification & Formulation – Research Problem selection & Formulation, Measurement Issues : Hypothesis – qualities of good Hypothesis, Null Hypothesis & Alternative Hypothesis.

Unit -III: (A) Data collection : Data collection, Types of Data Secondary data ; Definition sources , characteristics, Primary Data : Definition , advantage, disadvantage over secondary data, methods, techniques, characteristics, Attitude measurement and scales.

(B) Sampling and Sampling Designs : Concepts of statistical population , Sample, Sampling frame, Sampling Error, Sample size, Non response, characteristics of a good sample. Probability sample – Simple Random sampling, Stratified random, Non probability sample – Judgemental, Convenience, Quota & snowball methods, Determining size of the sample – Practical considerations in sampling & sample size.

Unit-IV : Presentation & Analysis of Data : Data preparation and data processing, Statistical analysis & interpretation of data. Univariate Analysis (Frequency Tables, Bar charts , Pie charts, Percentages) Bivariate Analysis, Cross tabulation and chi-square test Testing of Hypothesis and Association : Logic & importance, Model Building and decision making.

Unit- V : (A) Writing of Research Report : Presentation of report, Formats of reports, Use of Computer and statistical software in research. Research report, qualities of good research report .

(B) Research Paper : Preparation and presentation of research Paper.

Reference Books :

1. Donald & Pamela Schindler : Business Research methods, TMGH 9th Edition .
2. Alan Bryman & Emma Bell : Business Research methods, Oxford University press.
3. C. R. Kothari : Research Methodology, WishwaPrakashan, New Delhi.
4. Willkinson Bhandarkar : Methodology & Techniques of Social Research, Himalaya Publishing.
5. W. J. Good : Method in Social Research.
6. M. R. Cohen & E Nagar : An introduction to Logic & Scientific Methods. A. K. Das Gupta : Methodology of Economic Research.
7. Editor- Prof. C. T. Kurine : Guide of Research Economics, Published for the Madras Institute for Development.
8. S. C. Shrivastava and Sangya Shrivastava : Fundamental of Statistics, Amol Publication, New Delhi.
9. A.K. Das Gupta : Methodology of Economic Research.

MHRD.207-INDUSTRIAL VISIT LONG TOUR

(Effective from the session 2015-2016 for Sem. III & IV)

Semester-III

MHRD.301-FUNCTIONAL AREAS IN MANAGEMENT-I

Unit-I : Marketing : Definition, Nature, Concept, Scope, Marketing Environment, Marketing Research, Consumer Behaviour.

Unit-II : Market segmentation, Product life cycle, Product mix, New product Development.

Unit-III : Promotion Mix: Advertising, Sales promotion, Personal selling, Publicity.

Channel Management : Functions, Structure, Intermediaries.
Marketing channel: Policies, Strategies and systems.

Unit-IV : Financial Management : Definition, Nature, Scope. Cost-Volume-Profit Analysis, Break even Analysis, Fundamentals of Financial Accounting, Ratio Analysis.

Unit-V : Instruments of long term financing , Cost of different sources of raising capital, Working capital Management , Cash & Receivables Management.

Reference Books :

1. Prasanna Chandra : Financial Management Theory & Practice, McGraw Hills, New Delhi, 8th Edition.
2. Eugene F. Brigham : Financial Management Theory & Practice, Halt-Saunders International Editions.
3. Michael, Bruce, William : Marketing, Tata McGraw Hills, 13th Edition.

MHRD.302-LABOUR LEGISLATIONS

Course Objectives:

1. To learn need to Industrial Relations.
2. To learn the importance of Labour welfare.
3. To learn the importance of Labour Legal provisions relationsto wages, working conditions & Labour Welfare.
4. To Learn the importance of Labour Legal provisionsrelations to social security.

Unit- I : **Trade Union Act 1926:** Role and future of Trade Unions, The Trade Union Bill-1950.

Unit-II : Industrial Dispute Act 1947:, Object, Industrial Disputes, Authorities for settlement of Industrial Disputes, Procedure, Power and Duties of Authorities, Strikes, Lock-outs, Lay-off retrenchment, Unfair Labour Practices.

Unit-III: Payment of Wages Act 1936: Minimum Wages Act 1948, Workmen Compensation Act 1952, Payment of Bonus Act 1968.

Unit-IV: Factories Act 1948 (With Amendment of 1987): Objects, Provisions relating to hazardous process health, Safety, Welfare, Working hours, Leave, Power of the authorities under the Act, Penalty Provision.

Unit-V : Contract labour (Regulation and Abolishment) Act 1970 and the Rules, Prohibition of employment of contract labour, Penalties and Procedure, Mines Act 1952, Maternity Benefit Act, 1961, Right to Information Act, 2005.

Reference Books:

- 1 Memoria C.B and Sathismemoria : Dynamics of Industrial Relations, Himalaya publishing.
- 2 Dwivedi R.S : Human Relations & Organizational Behaviour, Macmillon India Ltd.
- 3 Kapoor N.D : Elements of Industrial Law, Sultanchand-1998.
- 4 Srivastava : Industrial Relations and Labour Laws, Vikas -2000.
- 5 Srivastava : Industrial Relations and Labour Laws, Vikas-2000.
- 6 Das Gupta : Maintaining Industrial Discipline, Response Books-2002.

MHRD.303- INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: To make the students well versed with the HR Policies and Strategies in the context of International Business.

Unit-I: International HRM: Concept and Issues, Barriers in Global HRM. Culture, Society and Nations, Cultural Change and Universals, Cultural Sensitivity and Global Business, Cross Cultural Theories.

Unit-II: International Business, Employee Behaviour and Cross Culture: Cross Cultural Negotiations, Organizational Culture.

Unit-III: Culture and Organizational performance, International Business and International HRM Approaches, Organizing Multinational Structures.

Unit-IV: International HRM Functions: Recruitment and Selection, Training and Development, Compensation, Employee Performance.

Unit-V: International Projects and HR, Organizational Ethics, Ethics across culture.

Reference Books:

- 1 Gupta S.C : Text book of International HRM, MacMillan Ltd., New Delhi, 2006.
- 2 P.SubbaRao : International Human Resource Management, Himalaya Publication.

MHRD.304-KNOWLEDGE MANAGEMENT

Unit-I: Knowledge Management – Definition, Concept, Meaning. Applications of knowledge Management, Knowledge Management life cycle.

Unit-II: Understanding knowledge types, Expert knowledge, Human thinking and learning, Knowledge transfer, Transfer methods.

Unit-III: Building Knowledge System, Knowledge system life cycle, Various Knowledge Capture Techniques.

Unit-IV: Internet and Knowledge Management, Knowledge Management systems tools-An overview, Data Mining, Data Management, Knowledge Management and Ethical, legal & Managerial Issues.

Unit-V: Managing Knowledge workers, Knowledge worker and work adjustment, Technology & Knowledge Worker, Role of Ergonomics, Managing Knowledge Projects.

Reference Books:

- 1 Sanjay Mohapatra : Knowledge Management, McMillan publishers, India Ltd.

MHRD.305-MANAGEMENT OF INDUSTRIAL RELATIONS

Course Objectives:

- 1 To learn need to Industrial Relations.
- 2 To learn the importance of Labour Legal provisions, to wages, working conditions & Labour Welfare.
- 3 To learn the importance of Labour Legal provisions relations to social security and industrial conflicts

Unit-I: Industrial Relation: Definition, Nature, Scope, Characteristics of Industrial Relation, Functions of IR, Importance of Harmonious IR, Code of Industrial Relation, Condition for Congenial IR, Limitation of Industrial Relation in India.

Unit-II: Historical Perspective: Industrial Relation in India, New trend in India to IR perspective, The Three Actors of IR, Role of Government in Industrial Relation, Role of Management and Trade Union.

Unit-III: Grievance and Discipline: Meaning/Definition of Grievance, The causes of Grievance, Pre-requisites of a Grievance Procedure, Grievance Procedure, Meaning of Disciplinary Action, Disciplinary Procedure, Objectives of Disciplinary Action, Aspects of Disciplinary Procedure, Causes of Indiscipline, Domestic Inquiry, Types of Punishment.

Unit-IV: Industrial Conflicts and Trade Union : Definition of conflicts/ Disputes, Causes of Industrial conflicts, Types of Industrial Conflicts, Consequences of Industrial Conflicts, Prevention of Industrial Conflicts, Settlement of Conflicts, Trade unionism in Industry.

Unit-V : Industrial Relation in India, Collective Bargaining, Union Movement Today and Tomorrow, Participative Management and Co-ownership, Gain Sharing, Profit Sharing,

Reference Books:

1. Prof. M.N.Rudrabasavraj :Dynamic Personnel Administration.
2. P.C.Shejwalkar & S.B.Malegaonkar :Personnel Management and Industrial Relations.
3. K.M. Subramanian : Labour Management Relations in India –Trade Unionism, Myth and Reality, New Delhi, Oxford University Press,1982 Mamkoottam.
4. Niland J. R. :The Future of Industrial Relations, New Delhi Sage,1994.
5. Kochan T.A. & Katz Henry :Collective Bargaining and Industrial, 2nd ed. Homewood,Illinois, Richard D Irish, 1988.
6. Kapoor N.D. :Elements of Industrial Law, Sultanchand,1998.
7. Arun Monappa : Industrial Relations, Tata McGraw Hill.
8. Michael V. P. :HRM and Human Relations, Himalaya Publication.

MHRD.306-COMPUTER APPLICATIONS IN H.R.M. – II

Unit-I : System Analysis and Design, Goals, System, Computer based Business System, Personal traits of System Analyst, System Life Cycle.

Unit-II : Software Project Planning, Objectives, Software Scope, Resources, Software Project Estimation Models, Risk Analysis and Management, Reactive versus Proactive Risk Strategies, Software Risk, Risk Identification.

Unit-III : Concept of Networking and Data Communication : Introduction to LAN and Basic Communication Concepts, OSI 7 layer, Topologies, Protocols, Ethernet, Arcnet, TCP/IP, Introduction to Virus and Vaccines, Applications, Email and Internet.

Unit-IV : Human Resource Information System : Cost justifying HRIS Investment, HRIS Implementation, Change Management in HRIS, HRIS Application, Recruitment & Selection in an Internet Context, Training and Development issues & HRIS Application, Performance Management, Compensation, Benefits, Payroll & HRIS, Emerging Trend in HRM & IT.

Unit-V : Introduction to HTML, Features of HTML, Front Page Editor : Creating and Adding Web Pages, Adding Web Page and Enhancing Web Page, Creating Forms, Frames and Tables.

Reference Books:

1. Jerry Fitzgerald & Alan Dennis :Business Data Communication and Networking.
2. Edwards :System Analysis and Design, Tata McGraw Hill.
3. R.Mall : Fundamentals of Software Engineering, Prentice Hall of India
4. Michel J. Kavanagh, Mohan Thite, Richard D.Johnson : Human Resource Information Systems, Sage Publications.
5. Thomas A.Powell : The complete Reference HTML & CSS 5th ed.
6. Karl Barksdale, E.ShaneTurner : HTML Basics 3rd ed.
7. Rajesh Vishwanathan : Strategic Human Resource Management, Himalaya Publishing House.

MHRD.307- PROJECT

Semester-IV

MHRD.401-DYNAMICS OF HUMAN RESOURCE DEVELOPMENT

- Unit -I :** HRD - Concept , Definition, Meaning, Scope, Applications , HRD Systems- Concept, Sub Systems of HRD .
- Unit -II :** HRD- Main Issues-
HRD- Training & Development, Performance Appraisal , Compensation Management, HRD & Welfare –Applications.
- Unit -III :** HRD & Career Development- Career Planning & Development. HRD & Participation- Employee Participation & its Applications, HRD Interventions.
- Unit -IV :** HRD & Employee Counselling - The Relationship & it's Implications.
Counselling -Concept , Definition, Relevance, Importance & Need, Counselling Applications. Counselling – Type, Process, Facilitation.
- Unit -V :** Counselling- New Developments, Multidisciplinary Approach, Case Studies in Counselling.

Reference Books:

1. Robbins S.P: Organization Behavior, 7thEdn, New Delhi, Prentice Hall of India .
2. Davis Keith : Newstrom - Organization Behavior At Work.
3. T.V.Rao : Future of HRD, Macmillan India Ltd. V.2012.
4. Udaykumar Haldar forward by Udai Pareek : Human Resource Development, Oxford University Press.

MHRD.402-WAGE & SALARY ADMINISTRATION

- Unit-I :** Concept & Theories, Terminology, Need, Objectives & Principles of Wage & Salary Administration, Mechanism, Wage Theories, Types of Wages, Wage Fixation Institutions in India
- Unit-II :** Wage Differentials, Wage differentials as corollary of factor differentials, Basis for differentials occupation, Industry region, Causes of wage inequality, Organizational wage structure, Social Programming regarding Wages.
- Unit-III :** Wage Determination, Need for Rational Wage Structure, Prerequisites For wage standardization, Wage board constitution and function, Wage and Wage Rate Determinations, Role of trade unions.

Unit-IV : Wage Incentives, Bonus and Fringe Benefits- Objectives, Meaning, Types and Need, Performance Appraisal, Merit Rating Attitudes of workers Unions.

Unit-V : Compensation Policy and Wage & Administration, Performance link System, Indian Experiences regarding Wage and Salary Administration, Compensation, International Practices regarding Wage & Salary Administration together with Compensation.

Reference Books -

1. Edwin B. Flippo : Personnel Management, 6th ed. Tata McGraw Hill International Edition.
2. Arun Monnappa, Mirza Saiyadain : Personnel Management, 2nd ed., Tata McGraw Hill, Delhi.
3. George Strauss, Leonard R. Sayles : Personnel The Human Problems Management, 4th ed., Prentice Hall India, New Delhi.
4. Yoder : Personnel Management & Industrial Relations.
5. Northcott : Personnel Management Principles and Practices.
6. Mitcon, Rock : Hand Book of Wage and Salary Administration.
7. Aswathappa K. : Human Resource & Personnel Management, Tata McGraw Hill, Delhi.
8. Kohli, Uddesh & Sinha, Dharni P : HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 1995.

MHRD.403-EMPLOYEES EMPOWERMENT

- Unit-I :** Concept, Definition, Meaning, Objectives, Nature & Scope of Employee Empowerment, Employee Empowerment Policy making, Support of Management & Trade Unions.
- Unit-II :** Types of Employee Empowerment, Process, Application in Organizational Behavior & Management, Strategy developing Employees Empowerment.
- Unit-III :** Employees Empowerment Process Implementation – Early Preparation, Implementation Strategies, Difficulties & overcoming it, Examples in Indian Context.
- Unit-IV :** Feedbacks from Employees, Forms of feedback, Management Control & Regulation of Employee Empowerment Strategy, Employees Participation & Empowerment.
- Unit-V :** Supportive Processes & Leadership regarding Employee Empowerment, Alternative Ways of Employee Empowerment, Counseling & Empowerment, Mentoring & Empowerment, New issues in Employee Empowerment.

Reference Books:

1. Robbins S.P : Organization Behavior, 7th Ed. New Delhi, Prentice Hall of India.
2. Yoder : Personnel Management & Industrial Relations.
3. Aswathappa K : Human Resource & Personnel Management , Tata McGraw Hill, Delhi
4. Rao, TV.E etc : Alternative Approaches & Strategies of Human Resource Development, Jaiwat Rawat-1988.
5. Pareek, U etc : Managing Transition: The HRD Response, Tata McGraw Hill, New Delhi.
6. John W. Newstrom & Keith Davis : Organization Behavior at work, 10th Ed. Tata McGraw Hill, New Delhi.

MHRD.404-FUNCTIONAL AREAS IN MANAGEMENT -II

Unit-I: Production Management : Definition, Nature & Scope, Manufacturing systems, Plant Location.

Unit-II: Materials Management : Nature and Scope.
Production Planning and control : Nature & Scope, Plant Layout.

Unit-III: Capacity Planning, Aggregate planning.
Work study : Method study, work Measurement , work sampling.

Unit-IV: Transportation Model, Assignment Models.

Unit-V: Simulation, Decision theory : Decision making under uncertainty, Decision Making under risk, in the context of Production function.

Reference Books:

1. Kanishka Bedi : Production & Operation Management, Oxford University Press, 2nd Edition.
2. Everette, Ronald : Production & Operation Management, Concept Model & Behavior, Prentice Hall of India.

MHRD.405-CORPORATE PLANNING & STRATEGY

Unit-I : Introduction to corporate planning; Definition; Need and importance; Corporate environmental Scanning- Mega, Micro & relevant Environment; Corporate Planning System & Practices; Evolution of business policy & strategic Management.

Unit - II : Corporate plan formulation; Corporate plan implementation; Issues in corporate plan implementation.

Unit -III : Corporate plan evaluation & control; Techniques of evaluation & control; Excuses in preparation of Corporate plan; Distribution of Corporate plan.

Unit - IV : Corporate Strategy : Concept & Nature of Corporate strategy, Functions, Level & components of Corporate strategy; Alternatives to Corporate strategies; Significance of Corporate strategy, Kinds of Corporate strategy.

Unit - V : Review of Progress of annual activities plan; Corporate Planning in public sector; Changing role of Corporate planning department.

Reference Books :

1. Azarkazmi : Business Policy, S. Chand & Co. New Delhi.
2. V.S. Ramaswamy, S. Namakumari : Strategic Planning; Formulation of Corporate Strategy, Mcmillan Publishing house Ltd.
3. R.M. Shrivastava : Management Policy & Strategic Management, Himalaya Publication Mumbai.
4. Stephon R. Robinson : Organizational Behavior, PHI New Delhi.

MHRD.406-HUMAN RESOURCE ACCOUNTING AND AUDIT**Unit - I : Overview of Accounting :**

Concept, Scope, Structure, Industrial Objective, Accounting Principles, Historical Development of HR Accounting.

Unit -II : HRD And Audit :

HR Audit, Concept and Component, HR Strategies, Style and culture, Structure, System, Competencies, Auditing Standards.

Unit -III : Measurement And Information Management in HR :

Measurement of HR Accounting, Measurement of Group Value, Reasons of Accounting, Cost in Assessing Human Resource, Difficulties involved in valuating Human Resource.

Unit -IV : Methods And Process of Audit :

HR Audit Methods, Interview, observation, Questionnaire, Stages of Audit, Process of Audit, Challenges of HR Audit, Cost and Management Accounting for human resource.

Unit-V : Audit report & Scoreboard :

Audit report, HR score card, Learning & growth perspective, International practices of HR accounting & Audit, Designing & HRD Audit for Business Improvement.

Reference Books :

1. A.M.Sarma : Personal & HR Management, Himalaya publishing house, 6th revised edition.
2. T.V. Rao : HRD Audit Response Books, A division of Sage Publications, New Delhi, London
3. S.C.Gupta : Advanced Human Resource Management, Strategic Perspective, Ane Books, India.

MHRD.407- PROJECT**PROJECT REPORT & VIVA-VOCE**

Objective: The objective of this course is to provide an understanding to the field work and practical proficiency the students should acquire.

The assessment of paper MHRD-307 & 407 Project shall be done on the basis of Project report submitted at the end of IVth Semester and go through the viva-voce.

The Project report will carry 60 marks and viva-voce will carry 40 marks.

Two copies of Project reports (printed or type written) shall be submitted to the University through the supervisor of the candidate and the Principal/Head of Institution/Department atleast a fortnight prior to the date of commencement of the written examination.

A candidate shall submit with his Project report a certificate from the supervisor and Principal to the effect :-

- (i) That the candidate has satisfactorily conducted research for not less than one academic year (i.e. IIIrd & IVth Semester).
- (ii) That the Project report is the result of the candidates own work and is of sufficiently good standard to warrant its presentation for examination.

Project report shall be prepared by the candidates individually under the supervision of a teacher. A separate committee at the college level of teachers may be constituted as and its member will frame a scheme of analyzing the topic of

Projects and supervision in the beginning of Semester-IIIrd and the Project report shall be submitted by the candidate at the end of the Semester-IV in the college. The Project report shall be assessed by Internal/Supervisor and External examiners in the college itself alongwith viva-voce on the project. The candidate must obtain minimum 24 marks in the project report, 16 marks in viva-voce & 50 marks taken together for passing in the project report.
