

MH 101- PRINCIPLES & PRACITES OF MANAGEMENT

Evolution of management thought; Nature and functions of management, managerial processes, skills, roles of manager, professional management manager is Entrepreneur style of managers..

Planning, nature, types of plans, planning process, effective planning.

Decision making, meaning, environment and types of decisions, rationality in decision – making, steps in decision-making; Business forecasting techniques.

Organizing principles, span of management, departmentalization, organization structure, what type of structure is best?

Authority delegation and decentralization, sources of formal authority, authority and power, responsibility, line and staff authority, delegation and decentralization of authority.

Informal organization, its formation, types, stages of group development, formal and informal organizations, benefits and disadvantages of informal organization.

Control process, need for control and types of control methods, essentials of effective control systems, problems in the control process, control techniques.

Suggested Readings:

1. James A.F. Stoner: Management: Prentice Hall, New Jersey.
2. Newman & Summer: The Process of Management: Prentice Hall, New Delhi.
3. P.C. Tripathi & P.N. Reddy: Principles of Management: Tata McGraw Hill, New Delhi.
4. J.S. Chandan, Management Process.
5. Principles & Practice of Management – P.K. Agrawal, Pragati Publisher, 3rd Ed. 2009.
6. Koontz & O, Donnel.

Measures of Central Tendency: Mean, Median, Mode

Measures of dispersion: Range, Mean deviation, Standard deviation, Quartile deviation.

Measures of skewness; Moments and kurtosis.

Correlation and Linear Regression

Index Numbers; Time series: Its components and their determination.

Probability: Definition, Additive and multiplicative rules, conditional probability, Probability Distribution: Normal, Binomial and Poisson.

Suggested Readings:

1. S.P. Gupta: Statical method ; Sultan Chand & Sons.
2. S.C. Gupta: Fundamentals of Statistics.
3. N.B. Agrawal : Advanced Business Statistics.
4. Richard I Levis: Statistics for Management; Prentice Hall of India.
5. Statistics for Management by Richard I Levin, Prentice Hall of India Pvt. Ltd.

Avoiding Substandard Writing – Errors in the use of nouns, pronouns, adjectives, adverbs, prepositions, conjunctions, articles. Errors in sentence construction.

Tips for clear writing- Tips regarding choice of words, tips for sentence construction, Tips for Paragraph Design.

Reading – Purpose, Comprehension of an Unseen Passage, Tactics and Strategies for a good reading.

Precis Writing

Business Communication – its meaning, objectives, importance of communication in Business and industry. Various types of communication. Essentials of good communication.

Communication Process- Basic Elements in the communication process, Factors Influencing communications, Channels of communications, Seven Cs of Effective communications.

Business Correspondence – Planning the Business Letter, Letters of Enquiry, order, Complaint and follow-up, Collection letters, Circulars, Job applications.

Writing Business Reports – Technique of Writing a Report, The letter-style Report, Schematic Report, Writing a Market Survey Report.

Suggested Readings:

1. Rajendra Pal and J.S. Korlahalli: Essentials of Business Communications.
2. U.S. Rai and S.M. Rai: Business Communications
3. Menzal and D.H. Jones: Writing Technical Paper, McGraw Hill.
4. Agrawal & Agrawal, Business Communication: Strategy and Skill, Prentice Hall.

MH 104 – HRM FUNCTIONS

Introduction: Definition, Functions and Objectives of Human Resource Management, Role of Human Relations in HRM, Qualities of a Good Human Resource Manager, Evolution and Growth of HRM in India, Future of HRM in India, Human Resource Philosophy and Policies, The Indian Perspective.

Procurement of Personnel: Corporate Objectives & Human Resource Planning, Determination of the Kind or Quality of Personnel, Determination of Quantity of Personnel of Manpower Planning Process, Recruitment and Selection, Selection Techniques and Factors Determining their Functional Value, Career & Succession Planning.

Performance Appraisal: Purpose of Appraisal, Factors affecting Performance Appraisal, Criteria of Performance Appraisal, Performance Appraisal Methods and their Limitations, Post Appraisal Interview and Performance management.

Training and Development: Training, Education and Development, Principles of Learning, Need & Objectives of Training, Determining Training Needs, Training Methods for Operatives and Managers.

Employee Compensation: Nominal and Real Wages, How are Wages Determined? Internal Equity and External Competitiveness, Incentive Compensation, Requisites, Advantages and ill effects.

Employee Grievance and Discipline: Causes of Grievances, How to know about Grievances? Desirable Features of a grievance redressal procedure, Causes of Indiscipline, Arguments for and against Punishment, Essentials of a Good Disciplinary System (Hot Stove Rule).

Employee Empowerment: Worker Participation in Management, Factors Influencing Participation, Worker's Participation in Management in India, Some Issues for Consideration.

Suggested Readings:

1. P.C. Tripathi: Personnel Management and Industrial Relations: (12th Edition): Sultan Chand & Sons, New Delhi.
2. Aswathappa K. Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
3. Edwin Flippo: Principles of Personnel Management: McGraw Hill: New York.
4. Dale Yoder: Personnel Management and Industrial Relations: Prentice Hall, Delhi.
5. Arun Monappa and Saiyadain: Personnel Management, Tata McGraw Hill, Delhi.
6. P. Subba Rao : Himalaya Publishing House, 3rd Ed., 2008.
7. Mathis & Jackson.

MH – 105: FUNCTIONAL AREAS OF MANAGEMENT

Definition; Evolution of Marketing Philosophies; Marketing Environment; Product vs Service Marketing; Social Marketing; Domestic vs International Marketing; Four Ps of Marketing; Product, Price, Place and Promotion; Consumer Behaviour : Models, Characteristics affecting Consumer Behaviour; Buyer Decision Process.

Segmentation; Positioning; Building Customer Relationships through Satisfaction, Value and Quality; Creating Competitive Advantage through Competitor Analysis and Competitive Marketing Strategies; Marketing Organisation.

System Concept in Production Management, Types of Production Systems, Operation Decisions, Objectives in Production Management, Basic Ideas of Job Design & Work Design.

Quality, Economics of Quality, Acceptance Sampling, Basic Idea of Statistical Quality

Control (SQC).

Basics of Financial Management: Finance Functions, Objective of Financial Management, Overview of Long term and Short term Sources of Finance, Cost Volume Profit Analysis. Risks in Financial Management.

Financial Decision Making : Capital Budgeting Techniques, Capital Structure:

Features and Determinants, Working Capital Financing: Concept and Approaches,

Determinants of Working Capital, Dividend Decisions, Factors Affecting Dividend Policy.

Suggested Readings

1. **Marketing Management** : P.K. Srivastava
2. Financial Management : I.M. Pandey
3. Production Management : Buffa

MH 106 – COMPUTER APPLICATIONS IN MANAGEMENT

Computers – An Introduction – Computers in Business; Elements of Computer System Set-up; Indian Computing Environment; Components of a Computer System; Generations of Computers and Computer Languages, Personal Computers in Business.

PC-Software Packages – An Introduction – Disk Operating System and Windows.

Text Processing Software, Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions In spreadsheet; Graphics on Spreadsheet.

Modes of Data Processing – Computer Software Systems; Software Development Process; File Design and Report design; Data Files – Types/ Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing.

Flow Charting; Input – Process-Output Analysis; Programming Concepts; Use of Files in Programming. Data Communication, Basic concepts of Networking.

Suggested Readings:

1. Burch, John and Grudnitski Gary: Information Systems: Theory and Practice, 5th ed., New York, John Wiley, 1989.
2. David, Van Over: Fundamental of Business Systems, Fort Worth, Dryden, 1992.
3. Eliason, A.L.: On-line Business Computer Applications, 2nd ed., Chicago, Science Research Associates, 1987.
4. Estrada, Susan: Connecting to the Internet, Sebastopol, C A, O'Reilly, 1993.
5. John, Moss Jones: Automating Managers: the Implications of Information Technology for Managers, London, Pinter, 1990.
6. Long L.: Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Summer, M.: Computers Concepts and Uses, 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

MH 201 - HUMAN RESOURCE DEVELOPMENT

Human Resource Development: Definition; Objectives; Functions; Scope (elements); HRD Mechanisms or subsystems; Functions & Attributes of an HRD Manager.

Job Design and Job Analysis:

- Job Design: approaches; Job Rotation, Job Enlargement, Job Enrichment, Teamwork.
- Job Analysis: Need, Team analysis, Process, Recent developments.
- Job Description: Characteristics, contents, steps
- Job Specification – Information.

Career Planning and Development:

Career Planning – Meaning; objectives; process; Requirements for effective career planning; career counseling.

Career Development- Meaning; Elements; Process ; Career stages.

Quality Issues in HRM: The concept of Total Quality Management; The ISO 9000 Family; Quality Circles- Structure & Functioning; The Concept of Quality of Work Life (Q.W.L.), work life balance.

HRM: A Futuristic Overview: Role of Top Management in promotion of HRD; 21st century: changing perspectives & challenges, cross cultural differences & managing implications.

Suggested Readings:

1. Kumar N & R Mittal (2001): Personnel Management and Industrial Relations', Anmol Publications Pvt. Ltd., New Delhi.
2. Kapur Shashi (1999): 'The Practicing Manager's' Handbook', Infinity Books, New Delhi.
3. Rao, P. Subba(2002): 'Personnel and Human Resource Management', Himalya Publishing House, Mumbai.
4. V.S. P. Rao: Human Resource Management.
5. C.B. Gupta: Human Resource Management (Sultan Chand & Sons).
6. T.N. Chhabra: Human Resource Management (Dhanpat Rai & Sons).
7. Tripathi, P.C. (2006), Human Resource Development, Sultan Chand & Sons.
8. L.M. Prasad : Human Resource Management; Sultan Chand & Sons.

MH 202 - ORGANISATIONAL BEHAVIOUR

Organisations: Meaning and Typology.

Organisational Behaviour: Macro and Micro perspectives, as discipline. key elements, scope.

Individual Behaviour: Personality, Perception, Values, Attitude.

Group Behaviour: Meaning of Group Dynamics, Types of Groups, Formation and Development of Groups, Group Cohesiveness and Effectiveness, Diagnosis of Group Behaviour, Techniques for studying Group Behaviour (Sociometric Questioning and Robert Bale's Interaction Process Analysis), Communication in group.

Leadership: Definition and Need for Leadership, Approaches to studying Leadership: Traits, Behavioural and Contingency Approaches, Effective Leadership.

Motivation, Job Satisfaction and Morale: Definition and Characteristics of Motivation, Motivation Theories of Maslow, Herzberg, McClelland, Vroom and Skinner Determinants of Job Satisfaction and Morale, Relationship of Incentives, Job Satisfaction and Morale with Productivity.

Competition and Conflict: levels/ types of conflict, stages of Conflict, Causes and Consequences of intergroup conflict, management of conflict.

Organisational Culture and Climate: Meaning, Dimensions of Organisational climate, factors effecting organisational climate, measurement of organisational climate, meaning and components of culture.

Organisational Change and Effectiveness: Need for change, Change process, Dimensions of change, Resistance to change, Management of change. Effectiveness – meaning and dimensions, measurement: single and multiple criteria measures.

Suggested Readings:

1. Hersey and Blanchard: Management of Organisational Behaviour, Prentice Hall, New Delhi.
2. J.S. Chandan: Organisational Behaviour, Vikas, New Delhi.
3. B.P. Singh & T.N. Chhabra: Organisational Behaviour.
4. Robbins: Organisational Behaviour.
5. L.M. Prasad : Organisational Behaviour; Sultan Chand & Sons.
6. Suri & Chopra : Organisational Behaviour.

MH 203 – RESEARCH METHODOLOGY

Introduction: Meaning & Objectives of Research, Types of Research, Research Approaches, Research Process, Problems in Research, Organisation Structure of Research.

Problem Formulation and Statement of Research Objectives, Techniques of Defining a problem.

Research Design: Meaning & Features of a Good Research Design, Important Concepts, Different Research Designs, Basic Principles of Research Design.

Sampling Design: Implications of Sample Design, Steps in Sample Design and Criteria for Selecting a Sampling Procedure, Types of Sample Design.

Measurement & Scaling Techniques: Measurement Scales, Errors in Measurement, Tests of Sound Measurement, Scaling, Important Scaling Techniques, Scale Construction Techniques.

Data Collection & Analysis: Methods of Data Collection – Primary & Secondary, Questionnaire Construction, Field Work & Tabulation of Data, Data Processing Operations, Statistical Techniques for Data Analysis.

Statistical Inference: Parameter estimation, Hypothesis Testing of **mean only** in large and small samples.

Elementary knowledge of non-parametric tests.

Interpretation & Report Writing: Technique of Interpretation, Different Steps in Writing a Report, Layout of the Research Report, Precautions for Writing Research Report.

Suggested Readings:

1. C.R. Kothari: Research Methodology: Methods and Techniques.
2. P.C. Tripathi: Research Methodology in Social Sciences.
3. Subbi Reddy & Bappa Rao: Research Methodology and Statistical Measures.
1. P.K. Srivastava: Marketing Research (Hindi), 3rd Ed., 2000 Rajasthan Hindi Grant Academy, Jaipur.
2. V.P. Michael : Research Methodology.
3. Donald cuper & Pamela Seilder : Business Research Methods.
4. Wilkinson & Bhandarkar : Methodology & Techniques of Social Research.

MH 204 - BUSINESS ENVIRONMENT

Theoretical Framework: Concept, significance and nature of business environment; Elements of environment- internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

Economic Environment: Significance and elements of economic environment; economic systems and business environment: economic planning in India: government policies- industrial policy, fiscal policy, monetary policy, EXIM policy; public sector and economic development; economic reforms, liberalization and structural adjustment programmes.

Political and Legal Environment: Critical elements of political environment; government and business; changing dimensions of legal environment in India; MRTP Act, FEMA and licensing policy; Consumer protection act.

Socio Cultural Environment: Critical elements of socio-cultural environment; social institutions and systems; social values and attitudes; social groups; emerging rural sector in India; Indian business system; Social responsibility of business; consumerism in India.

International and Technological Environment: Multinational Corporations; Foreign collaborations and Indian business; International economic institutions: WTO, World Bank, IMF and their importance to India; foreign trade policies; technological environment in India; policy on research and development; patent laws; technology transfer.

Suggested Readings:

1. Busines Environment by F.Churunillam, Himalya Publishing House,
2. C.M. Chaudhary: Business Environment
3. M.Adnikar : Economic Environment of Business.
4. R. Agrawal : Business Environment ; Excel Books
5. S.K. Bedi : Business Environment; Excel Books.

MH205 - BUSINESS POLICY AND STRATEGIC ANALYSIS

Business Policy and Corporate Strategy: Approach to central management problems, Concept of strategy, strategic management, Defining Company Policy relating to marketing, production, finance and human resource areas.

Strategic Management Process: Nature and purpose, Different phases, Statement of mission and objectives – their formulation, Mintzberg six power configurations.

Environmental Analysis and Diagnosis: Environmental factors, Techniques of environmental analysis and diagnosis, preparing E.T.O.P. and S.A.P., SWOT analysis, **Competitive Analysis:** Theoretical viewpoints, Porter's framework for analyzing competition, Generic competitive strategies, Routes to Competitive Advantages.

Strategic Choice: Generating alternative strategies, mergers and acquisitions, tools for selection decision, BCG Matrix, Hofer's Work, SPACE, GEC Model.

Managerial factors of strategic analysis.

Implementation and Evaluation of Strategy: Implementation of strategy, Mckinsey 7-s framework, resource allocation, Organizational structure, Management policy and administration Styles.

Evaluation of strategy.

Suggested Readings:

1. **Azhar Kazmi:** Business Policy.
2. **U.I. Khan:** Business Policy.
3. **William F. Glueck:** Business Policy and Strategic Management, McGraw.
4. **Ansoff J.I.:** Corporate Strategy, McGraw.
5. **Mc Carthy et al:** Business Policy and Strategy, Irwin.

MH 206 - DSS AND MANAGEMENT INFORMATION SYSTEM

Management Information System: Definitions – Basic Concepts, Frameworks – Major Trends in Technology, applications of Information Technology.

System & Design: Systems Development, initiative, Different Methodologies – Life Cycle & Prototype approach detailed study on Life Cycle Designing & Implementation, CASE Study.

Managerial Decision making: process, problem solving techniques, how decisions are being supported, Simon's model – decision styles, group decision making, features of various CBIS.

Decision Support System An Overview: Relevance scope of DSS, characteristics and capabilities of DSS, components of DSS, classification of DSS, DSS Tools- DSS generators – specific DSS. Constructing a DSS, Steps in designing a DSS.

Database Management System: Sources of data file environment & database environment, data models, relevance of relational data base, data base design in DSS.

HRIS: Organising Data, Personnel audit, Personnel research, Computer application in HRM. Uses of HRIS in HRD with special reference to performance appraisal, training need, Identification and career planning.

Suggested Readings:

1. Krober, Donald W., and Hugh J. Watson Computer Based Information System, Newyork, 1984.
2. Davis L., Michael W. A Management approach – Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.
4. Management Information System. D.P. Goyal.
5. Management Information System – A.K. Gupta
6. Management Information System - Launden & Launden

MH 301 – INDUSTRIAL RELATIONS

Industrial Relations in India: Concept of IR, Emerging Trends in IR in new economic scenario.

Industrial Disputes: Causes, Industrial Disputes Act, 1947, Industrial Relations Scene: An overview.

Collective Bargaining: Concept, Philosophy, Rationale and Process, Emerging trends in collective bargaining in India.

Industrial Democracy: Concept and Scope, Forms of Industrial democracy, Worker's participation in management in India, Experiences of UK, Yugoslavia, West Germany, Scandinavian countries and Japan in the realm of industrial democracy.

Trade Unions: Theories of Trade Unionism: Trade unionism in a developing economy, History of Trade Unionism in India. Present Position: Structure, Leadership (political influence and dominance), Recognition, Multiunionism, Worker's education, National Federations of Trade Unions, Trade Union Act, 1926.

Suggested Readings:

1. **Baldev R. Sharma:** The Indian Industrial Worker, Vikas Publishing House, 1974.
2. **R.B. Agrawal:** Dynamics of Labour Relations in India, Book of Reading, Tata McGraw Hill, 1972.
3. **Van D Kennedy:** Unions, Employers and Government, Manakatalas, Bombay, 1966.
4. **Charles A Myers and Rannapan:** Industrial Relations in India, Asia Publishing House, New Delhi.
5. **C.K. Johri:** Unions in a Developing Economy, Asia Publishing House, 1967.
6. **Kudchedkar:** Aspects of Personnel Management and Industrial Relations in India, Tata McGraw Hill Publishing Company, New Delhi.
7. **Pramod Verma:** Management of Industrial Relations, Oxford & IBH.
8. **A.M.S. Varma:** Industrial Relations, Himalaya, Bombay.
9. Bare Acts

MH 302 – LABOUR LEGISLATION

Introduction: Definition of Labour Law, Principles and objectives, Labour and Indian Constitution, Sources of Labour Law, Labour Laws and present scenario.

The Factories Act, 1948 and The Contract Labour (Regulation and Abolition) Act, 1970.

The Industrial Employment (standing orders) Act, 1946 and The Rajasthan Shops and Commercial Establishment Act, 1958.

The Apprentices Act, 1961 and the Compulsory Notification (Employment Exchange) Act, 1959.

The Equal Remuneration Act, 1976. Discipline, disciplinary action and domestic enquiry.

References:

1. Industrial Law by P.L. Malik.
2. Labour Legislation by N.D. Kapur.

MH- 303 : INDUSTRIAL PSYCHOLOGY

Importance of Industrial Psychology: Nature, Scope & Problems of Industrial Psychology.
Foundations of Industrial Psychology: Economics, Social & Psychological.

Psychological Test: Concept, importance of Psychological test in Industrial areas, different types of psychological tests.

Fatigue, Boredom, Monotony. Industrial accidents and safety.

Working conditions: Noise, Atmosphere, Work schedule shift and rest pauses.

Methods of Work & Design of Equipment: Time and Motion Economy, Effective arrangement of Work Place. Psychological factors of effective designs of tools.

Suggested Readings :

1. Dunnettee Morvin : Handbook of Industrial Psychology and Organisational Behaviour.
2. Ernest J. McCormic & Darniel Hegn: Industrial Psychology, George Allen & Urwin, London.
3. Industrial Psychology, Bhatnager J.B
4. Industrial prychology : S.P. Chaube
5. Industrial Psychology : Sharma and Chandr
(Pub. Atlantic, New Delhi)
6. Ghosh : Industrial Psychology

MH- 304 : TRAINING & DEVELOPMENT

Conceptual Framework : Training, Development, Difference between Training & Development, objectives & importance of Training, Training and Development in India.

Learning : Meaning, principles, factors affecting learning process.

Training process: Determining Training objectives, assessment of training needs, modern training technology, systematic planning of the training.

Methods & Techniques, selection of right method, communication in training, training aids, development of training modules, Training strategies.

Effectiveness & evaluation of training: importance, techniques etc. Training of the trainers. Preventing employee obsolescence through training rate of outside consultants. It based training, computer based training & web based training.

Suggested Readings :

- 1.Training for Development Rolf P.lyton and Udai Pareek Publisher : Vistaar, New Delhi.
2. A Handbook of Training Management Kenneth R. Robinson Publisher : Aditya Book Pvt. Ltd.,New Delhi
- 3.The Training Manager's – A Handbook Eddie Davies Publisher : Crest Publishing House, New Delhi
- 4.Training and Development Vasu Deva Publisher : Commonwealth Publishers, New Delhi
- 5.HRD Through In-House Training P.L. Rao Publisher : ISTD, Vikas Publishing House, New Delhi
S.K. Bhata, Training for Development.

MH-305 : COMPENSATION & LABOUR WELFARE

Corporate Considerations in Compensation Management : Working of different institutions like Wage Boards and Pay Commissions in India.

Components of Wage and Salary Package in India: Leading issues pertaining to wage

& salary administration and recent trends in Wage Policy in India.

Fundamental aspects of: Payment of Wages Act 1936, Minimum Wages Act 1948 and Payment of Bonus Act 1965.

Principles of labour Welfare, Types of welfare services in India: Safety, Health, Counselling, Education. Machinery connected with welfare work. Appraisal of welfare services.

Meaning of Social Security. Social Security in India. A critical appraisal of social security in India. Objectives, Functions and Role of ILO.

Fundamental aspects of: Safety Provisions under Factories Act 1948, Employees Compensation Act 1923, ESI Act 1948, Payment of Gratuity Act 1972 and Maternity Benefit Act 1961.

Suggested Readings :

1. Principles of Wage Determination : T.S.Papola, Somaiya Publication, Mumbai.
2. Wage Issue in a Developing Economy : An Indian Experience : F.A.J. Foneeca, Oxford University Press, Delhi.
3. Income Policy and Industrial Relations : C.K.Johri, Shri Ram Centre for Industrial Relations, Delhi.
4. Wage in India : K.N. Subramanian, Tata McGraw Hill Publishing Co., Delhi.
5. Incentive Payment System : R. Marriott, Staples Press, London.
6. New Concept in Wage Determination : Georcew, Taylor and John T Dunlop.
7. Wage Incentives : Theory & Practice : G.K. Suri, Shri Ram Centre for Industrial Relation, New Delhi.
8. Executive Compensation : K.K. Anand, Madras Management Association.
9. Report of Committee on Wages, Income and Prices Policy 1978.
10. Bare Acts.
11. Aspects of Labour Welfare and Social Security : A.M. Sarma, Himalaya, Bombay.
12. Labour Welfare in India : K.N. Vaid, Shri Ram Centre for Industrial Relations, Delhi.

Organisation Development: Definition, Characteristics, Underlying Assumptions and values of OD, Assumptions about people. The concept of system, Systems Terminology.

Foundation and Operational Components of OD. Diagnostic Models: Weisbord six-box model, Nadler-Tushman Congruence Model, Hornsteins-Tichy's Emergent Pragmatic, Levinson's clinical Approach. Action Research as Process, as approach, uses and varieties.

Nature of OD Intervention, Some classifications, Schemate for OD Interventions.

Team and Inter group Interventions, Personal, interpersonal and Group Process Interventions. Special emphasis on Team-Building, Sensitivity Training,

Behaviour Modelling, Transactional Analysis, III Party peace making, Process consultation.

Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Likert's

System 4 Management, Grid OD, Contingency Theory of Lawrence and Lorsch,

Structural Interventions – Congruency / Incongruency with OD,

Management by Objective – its application and appraisal.

Suggested Readings:

1. **W L French and C H Bell Jr:** Organisation Development, Prentice Hall, New Delhi.
2. **Alderfar:** Organisation Development
3. **Rechard beckhard:** Organisation Development: Strategies & Models
4. **P.C. Tripathi:** Organisational Change & Development, Sultan Chand, Delhi.
5. **Kavita Singh:** Organisational Change, Excel, Delhi
6. **Brown:** An Experiential Approach to OD.

MH 402- COUNSELING SKILLS FOR MANAGERS

Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process- Beginning, Developing and Terminating a Counseling Relationship and Follow up; **Counselor's Attitude and Skills of Counseling;** Assessing Client's Problems; Selecting Counseling Strategies and Interventions.

Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations With a Focus on Performance Counseling.

Suggested Readings

- 1 Cormer, Ls and Hackney, H. The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
- 2 MacLennan Nigel. Counselling for Managers. Aldershot, Grover, 1996.
- 3 Moursund, J. The Process of Counseling and Therapy. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
- 4 Munro, CA., etc. Counseling: A Skills Approach. Methuen, 1980.
- 5 Reddy, Micael. Counseling at Work. British Psychological Society and Methuen, London and New York, 1987.

MH-403 ADVANCED TECHNIQUES FOR TRAINING & DEVELOPMENT

Learning for change – The need for new skills, learning and change, life long learning Continuous Professional Development (CPD), framework for CPD, Role of organizations in sustaining a learning culture.

Designing Effective Training – Context of organization who should be involved in designing training, when to involve external assistance, delivery considerations, selection of appropriate training method. Need of the audience.

Advanced training techniques- Transactional analysis, Neuro linguistic Programming (NLP), Action learning, Accelerated learning, Open learning Technology supported learning, Role Playing, Simulations.

Evaluation of training, methods of evaluation, assessment and development centres.

Suggestive Reading:

1. Advanced Techniques for Training & Development
2. A.Landale – Infinity Books, Delhi

Department of Human Resource Management

Janardan Rai Nagar Rajasthan Vidyapeeth (Deemed) University
Pratap Nagar, Udaipur (Raj.)

MASTER IN HUMAN RESOURCE MANAGEMENT (MHRM) : 2012- 2014 Batch

SEMESTER- I

Paper Code	Paper Name	Max. Marks
MH 101	Principles & Practice of Management	100
MH 102	Quantitative Methods	100
MH 103	Business Communication	100
MH 104	HRM Functions	100
MH 105	Functional Areas of Management	100
MH 106	Computer Applications in Management	100
MH 107	<u>Swot Analysis of a Company</u> 1. Project Report Preparation 25 Marks 2. Project Viva-Voce 25 Marks	50
MH 108	Comprehensive Viva-Voce (All Theory Papers)	50
	Total	700

SEMESTER- II

Paper Code	Paper Name	Max. Marks
MH 201	Human Resource Development	100
MH 202	Organizational Behaviour	100
MH 203	Research Methodology	100
MH 204	Business Environment	100
MH 205	Business Policy & Strategic Analysis	100
MH 206	DSS & Management Information System	100
MH 207	<u>Comparative Analysis of two Company of similar Nature:</u> 1. Project Report Preparation 25 Marks 2. Project Viva-Voce 25 Marks	50
MH 208	Comprehensive Viva-Voce	50
	Total	700

SEMESTER- III

Paper Code	Paper Name	Max. Marks
MH 301	Industrial Relations	100
MH 302	Labour Legislation	100
MH 303	Industrial Psychology	100
MH 304	Training and Development	100
MH 305	Compensation & Labour Welfare	100
MH 306	<u>Industrial Training Project:</u> 1. Report Preparation 50 Marks 2. Report Presentation 50 Marks 3. Report Viva-Voce 50 Marks	150
MH 307	Comprehensive Viva-Voce	50
	Total	700

SEMESTER- IV

Paper Code	Paper Name	Max. Marks
MH 401	Organization Development	100
MH 402	Counselling Skills for Managers	100
MH 403	Advanced techniques for training & development	100
MH 404	<u>Grand Project:</u> 1. Report Preparation 50 Marks 2. Report Presentation 50 Marks 3. Report Viva-Voce 50 Marks	150
MH 405	Comprehensive Viva-Voce	50
	Total	500

Grand Total

2600

MASTER OF HUMAN RESOURCE MANAGEMENT

(MHRM)

SYLLABUS

(2012-2014)



Department of Human Resource Management

Faculty of Management Studies

Janardan Rai Nagar Rajasthan Vidyapeeth University

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RULES OF M.H.R.M. EXAMINATION

- (1) The medium of instruction and examination for the entire scheme is English.
- (2) In order to be eligible to take the examination, a student has to fulfill minimum 75 percent attendance requirement as laid down by the University.
- (3) The minimum pass marks are 40% in each paper and 50% as aggregate including sessional (s).
- (4) A student may be promoted to the next semester if S/He qualifies at least 50% of theory papers of the particular semester but the student can avail maximum two chances for writing the exam of there due papers along with the regular semester of those papers and as per the syllabus enforced in that particular year.
- (5) Grace Marks
 - (a) A maximum of 1% of the total aggregate of marks can be awarded as grace marks by the university.
 - (b) Candidates loosing First division by only one mark shall be eligible to get Bonus mark one (1).
- (6) Division is awarded to student on the following basis.

<u>Division</u>	<u>% of Marks</u>
First with honours	75 and above
First	60 and above but less than 75
Second	50 and above but less than 60

The candidate will be failed if S/He scores less than 40% Marks in individual paper and less than 50% in aggregate.
- (7) There will be no provision for re-evaluation of answer books. However, re - totalling is permitted as per rules.
- (8) Notwithstanding any other University rules in this behalf, a student shall not be given any chance to improve the division/marks in any paper or papers.
- (9) In case any mistake is detected in the mark sheet after it has been issued, the University will have the right to call it back and issue a fresh one in its place.
- (10) Each student is required to undergo practical training for 8 weeks in an organisation, approved by the Director after his/her second semester examination. He/She is required to write the project report of this training and has to submit two copies to the FMS office within 15 days of commencement of III semester.
- (11) A student is not allowed to pursue any other course or undertake any full time or part time employment (paid or honorary) during the tenure of his/her studies. If he/ she does so, he/she ipso facto becomes disqualified to continue as a student and to appear at the University examination. A declaration has to be submitted each year.

(12) Each paper is broken down into two parts for the sake of assessment:

(i)	Internal Assessment:	<u>First semester</u>	<u>Other semester</u>
	Mid Semester Exam.(s)	15 Marks	15 Marks
	Quiz/ Assignment / Presentation /		
	Attendance/ Performance in the class	<u>15 Marks</u>	<u>15 Marks</u>
	Total	30 Marks	30 Marks
(ii)	External Assessment :		
	*Semester Examination	<u>70Marks</u>	<u>70 Marks</u>
	Total	<u>100Marks</u>	<u>100 Marks</u>

Faculty concerned however is free to change the breakup of internal assessment of a particular paper depending upon the nature of the paper.

(13)Defaulter 's Test :

The student who will miss the regular mid semester examination due to any substantial/genuine reason may write the mid semester examination but only under the prior permission of the Director and also after depositing the required fee for the defaulter test. **There will be only one defaulter test.**

