

# **JIWAJI UNIVERSITY GWALIOR**



**MBA (HRD)**

**Syllabus and Scheme**

**2020– 2022**

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**MBA HRD**  
**Ist SEMESTER**

- 101 : Management Functions and Behaviour.
- 102 : Business Communication.
- 103 : Organizational Behaviour.
- 104 : Human Resource Development.
- 105 : Business Environment.
- 106 : Operation Research.

**MBA HRD**  
**IInd SEMESTER**

- 201 : Functional Management.
- 202 : Wages and Salary Administration.
- 203 : Research Methodology.
- 204: Industrial Welfare.
- 205: Management Information System.
- 206 : Quantitative Techniques for Managers

**MBA HRD**  
**IIIrd SEMESTER**

- 301 : Computer Application in HRD.
- 302 : Business and Corporate Law.
- 303 : Total quality management.
- 304 : Public Relations.
- 305 : Union Management Relationship.
- 306 : Optional papers
  - (a) Strategic Management.
  - (b) Advertising Management.
  - (c) Entrepreneurship Development.

**MBA HRD**  
**IVth SEMESTER**

- 401 : E-Business and Cyber Laws
- 402 : Manpower Policy and Planning
- 403 : Labour Law.
- 404 : Managing Change in Organization.
- 405 : Industrial Psychology.
- 406 : Optional papers
  - (a) Counseling Skills for Managers
  - (b) Fundamentals of Retail Management.
  - (c) Marketing Services.



**MBA – HRD 101**  
**MANAGEMENT FUNCTIONS AND BEHAVIOUR**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I**     **Introductory** – Concept of Management and its significance, Management Process, Management Roles, Management level and Management skills, Functional Areas of Management. Trends in professionalisation of Management in India.  
**Evolution of Management Theory** – Classical School, Scientific Management School, Human Relations School, Behavioural School.  
**Approaches to Management** – Commodity, Paternalistic, Behavioural, Process, Systems and Contingency.
- UNIT – II**     Organizational Context of Decisions, Decision Making Model, Decision Making Techniques and Process and Management By Objectives
- UNIT – III**     **Organization Climate and Change**  
Organizational Structures and Managerial Ethos, Management of Organizational Conflicts, Managing Change, Organizational Structure and Design, Managerial Communication
- UNIT – IV**     **Behavioural Dynamics** – Concept, Nature, Scope, Principles of Direction, Leadership Styles Motivation Concepts and Implications, Analysing Interpersonal relationships and Group Dynamics
- UNIT – V**     **Coordinating and Controlling: Coordination** – Nature, Scope and Techniques of Coordination. Nature, process and aspect of control, types, areas of exercising control, Major Control System, Modern Techniques of Control.

**Suggested Reading :**

1. Kooutz O'Donnel & Weilrich : Elements of Management
2. Newmann & Summer : Process of Management
3. R.D.Agrawal : Organisation and Management
4. Peter Drucker : Practice of Management
5. L.M.Prasad : Principle of Management
6. C.B.Gupta : Principle and Practices of Management.



**MBA – HRD 102**  
**BUSINESS COMMUNICATION**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I:** Meaning and Process of Communication. Different Objectives Of Communication, Media Of Communication, Sharpening The Tools Of Business Communication, Barriers Of Effective Communication.
- UNIT II:** Developing Oral Communication Skills – Pronunciation, Phonetics Consulting Dictionaries, Listening Skills, Making Effective Presentation, Conducting Meetings, Telephonic Conversation.
- UNIT III:** Developing Written Communication Skills, Building Up Vocabulary, Correctness In Grammar And Punctuation, Structure And Lay Out Of Letters [Sales, Credit Collection Etc.] Tenders Memorandum, Notices, Agenda, Minutes.
- UNIT IV:** Basic Negotiation Skills: Interviews – How To Face And How To Conduct – Case Studies. Work Atmosphere and Dealing with Disciplinary Matters, Negotiation Skills
- UNIT V:** Report Writing: Types of Reports, Editing a Report – Summarising Reports, Making the Precis and Its Importance.

**Book Recommended :**

- 1- Business written communication for business students – C. J. Parsens & S.J. Hughes.
- 2- Effective English communication – Krishna Mohan & Meenakshi Raman
- 3- Practical communication skills – Edited by Chrissie Wright

**MBA HRD – 103**  
**ORGANIZATIONAL BEHAVIOUR**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I**     **Introduction :** Organization and organization Behaviour, Key determinants of Behaviour in organization, goals, elements and focus of O.B. and Contribution of other disciplines to O.B., O.B. models & their Implementation.
- UNIT – II**     **Biological Foundation of human Behaviour Personality:** Concept, determinants, effect of personality on behaviour, Personality traits, theories & test of personality.  
**Learning:** Definition, theories, shaping & learning curves.  
**Attitudes:** Concept, Characteristics, function & formation of attitude, Measurement of attitude, cognitive dissonance theory.  
**Perception:** Concept, Process and Factors allocating it. Motivation; motives and behaviour, theory of motivation.
- UNIT – III**     **Group Dynamics:** Concept, Characteristics, Types, Stages of Group Development, Group Behaviour Models, Group Cohesiveness, Group Norms, Group Think and Group Shift.  
Work Teams: Group Vs. teams, types creating high performance teams, Turning individuals into team players.
- UNIT – IV**     **Organizational Power Structure and Leadership Patterns:**  
Power: Meaning, Types, Distinction between, power, authority and influence, contingency approaches to power.  
Leadership: Meaning, traits of an effective leadership, leadership behaviour, types of leader, managerial grid, theory of leadership, emerging trends of leadership.
- UNIT – V**     **Organization change and Development:**  
Organizational Change: Definition, Goals of OC, Forces for change, Resistance to Change, Overcoming resistance and managing OC.  
Organizational Development: Concept, values, Techniques, Organizational Culture and Climate, Organizational Effectiveness, management of Stress and conflict in organizations.

**Suggestive Readings**

**L.M. PRASAD – ORGANIZATIONAL BEHAVIOUR**  
**P. ROBBINS – ORGANIZATIONAL BEHAVIOUR**



**MBA – HRD 104**  
**HUMAN RESOURCE DEVELOPMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I** Introduction – Concept, Nature, Scope And Significance Of Personnel Function In Modern Organization, Evaluation And Philosophy Of Management Of Human Resource, Dimensions Of Human Resource, Management Policies, Present Status Of Human Resource Management In India.
- UNIT – II** Planning and Staffing Policy – Manpower Policy and Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion and Discharge
- UNIT – III** Development of Human Resources - HRD Philosophy and Process, Nature, Objectives, Scope of Training, Development And Performance Appraisal
- UNIT – IV** Compensation: Need for National Wage Policy, Job Evaluation, Wage Structure, Fringe Benefits, Financial and Non-Financial Benefits, Personnel Control Research and Audit
- UNIT – V** Industrial Relations: Concept Of Industrial Relations, Collective Bargaining Process, Trade Unionism, Social Security, Special Labour Problems In India



**REVISED SYLLABUS**  
**MBA – HRD 105**  
**BUSINESS ENVIRONMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I**      **Introduction** – The Concept, Nature, Significance of Business Environment, Salient Features of Capitalism, Socialism, Mixed Economy, Emergence of Public Sector, Public Sector Reforms, Emergence of Private Sector or Privatization, Impact of changing dimensions on business
- UNIT – II**      **Socio-Cultural and Political Environment** – Consumer Protection Act, Ethics and Culture of Business, , corporate social responsibility in India  
Meaning, theories and models of corporate governance; corporate boards and its powers, responsibilities; Board committees and their functions
- UNIT – III**      **Industrial and Economical Environment** – Industrial Policy (Recent), IDRA Act 1951, Industrial Development during five years plans – Achievements and Impediments, Industrial Sickness, MRTP Act 1969 (as amended upto date), , Fiscal and Monetary Policies, Export and Import Policy, FEMA.
- UNIT – IV**      **Technological and Ecological Environment** – Foreign Capital and Technology , FIPB- its Role, SEBI – its Role, Role of business and management in controlling pollution, Environment Scanning- Nature, scope and process.
- UNIT – V**      **E- banking in India** – Concept , types and objectives of E- banking, recent technological developments in Indian banking ( ATM , Debit and Credit Cards, EMI, EFT)  
Role of Multinational Corporation (MNCs) and transnational Corporation (TNCs) in Indian Economy, Policy of Liberalization and Globalization

**Suggested Reading :**

- |                               |  |
|-------------------------------|--|
| 1. Khera, S.S.                | : Government and Business  |
| 2. Cherunilam, F.             | : Business Environment   |
| 3. Adhikari, M.               | : Economic Environment of Business   |
| 4. K.Aswathapa                | : Essential of Business Environment  |
| 5. Ghosh, P.K., Kapoor & G.K. | : Business Society   |
| 6. Dwijendra Tripathi         | : Business Politics in India   |
| 7. Kohli and Restura          | : Business Environment   |
| 8. Suresh Bedi                | : Business Environment<br>( Excel Books, 1 <sup>st</sup> Edition)                          |
| 9. Mishra S K & Puri V K      | : Economic environment of Business<br>(Himalaya Publishing House, 3 <sup>rd</sup> Edition) |
| 10. Shaikh & saleem           | : Business Environment(Pearson, 1 <sup>st</sup>  |

Edition)



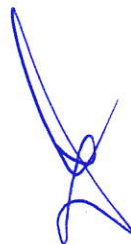
**MBA HRD – 106**  
**OPERATION RESEARCH**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I    Operation Research:** Nature, Significance and purpose of Operation research, Basic concept and Definition, Methodology of operation research, Types of Models.
- UNIT – II    Linear Programming:** Introduction to linear programming, Graphical, Simplex Methods, duality Problems.
- UNIT – III    Statistical Decision theory:** Meaning and Scope, Decision Framework, Decision under Certainty and Uncertainty, Decision Tree, Game theory and Two person Zero- Sum game (Pure and Mixed Strategies).
- UNIT – IV    Network analysis & Allocation Models:** Network analysis, Introduction, Time Estimate in Network analysis, Critical Path Method, Pert, System of three time estimates, Transportation and Assignment problems.
- UNIT – V    Queuing, Inventory Control and Replacement Problems:** Queuing Theory- Basic components of queuing system, Assumption in queuing theory, Problems Relating to model (m/m/I) (FCFS) ( Without Proof )  
Inventory Control – Economic order quantity, problem relating to models with Uniform rate of demand with and without shortages ( without proof). Elements of Replacement theory – problems relating to replacement of equipment that deteriorates with time ( with or without change in money value).

**Suggestive Readings :**

- 1    Operation Research    V.K.Kapoor






**MBA HRD 201**  
**FUNCTIONAL MANAGEMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I** Financial Management: Meaning and Sources of Finance (Shares, Debentures) Capital Structure: Types, Factors Affecting Capital Structure, Leverage
- UNIT II** Marketing Management: Meaning of Marketing, Difference between Marketing and Selling, Marketing Mix, Advertisement and Marketing, Types of Advertisement, Legal and Ethical Issues In Advertisement
- UNIT III** Production Management: Meaning, Objectives and Functions of Production Management, Objective of Production Planning and Control, Objective of Inventory Control, Meaning and Importance
- UNIT IV** Corporate Management: Meaning Of Company, Types of Company, Memorandum of Association, Articles of Association, Prospectus, and Share Capital
- UNIT V** Strategic Management: Business Policy as Field Of Study, Nature and Scope of Strategic Management, Synergy and Its Relevance to Strategic Management



**REVISED SYLLABUS**  
**MBA HRD 202**  
**WAGES & SALARY ADMINISTRATION**  
**CORE**  
**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I: Employee Compensation:** Definition, Objectives, Types, Factors Affecting, Employee Compensation, Employee Compensation Planning, Problem In Compensation, Planning, Behavioural Aspect of Employee Compensation
- UNIT II: Wage Administration:** Concept, Types of Wages, Principles to Determine Wage Determination, Need For Rational Wage Policy, Wage Fixation, Wage Differentials, Wage Policy in India, Regulation of Wage by Government of India.
- UNIT III: Salary Administration:** Principles, Aim, Components of Salary Administration, Salary Structure: Salary Progression, Employee Stock Option Plan, Factors Affecting Wage and Salary, Methods of Payment.
- UNIT IV: System of Reward And Incentives:** Fringe Benefits Concept, Philosophy, Principles, Classification, Necessity and Importance of Fringe Benefits, Recent Job Satisfaction Trends In Fringe Benefits In Indian Industries.  
**Allowance:** Dearness Allowance and Other Allowance
- UNIT V: Wage And Productivity:** Concept of Productivity And Efficiency of Labour And Payment of Wage, Job Pricing, State Regulation of Wages.

Suggestive readings

Flippo Edwin B. : Principles Of Personnel Management  
C.B. Mamuna : Personnel Management  
Subramaniam K.N.: Wages In India



**MBA HRD 203**  
**RESEARCH METHODOLOGY**  
**CORE**

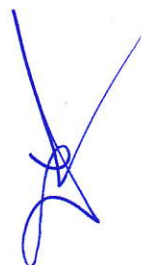
**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I:** Introduction And Meaning Of Research, Objectives, Motivation, Significance of Research, Types of Research, (Research Approaches) Research Process, Criteria of Good Research, Problems Encountered By Researcher In India, Research Methodology Defined.
- UNIT II:** Defining the Research Problem and Techniques Involved In Defining The Research Problem  
**Research Design** – Meaning, Need and Features, Different Research Designs – Exploratory, Descriptive, Experimental Research Design
- UNIT III:** Sampling Design, Implications of a Sample Design, Steps In Sample Design, Types of Sample Design, Methods of Data Collection Techniques of Data Analysis
- UNIT IV:** Interpretation and Report Writing, Meaning, Techniques, Precautions and Significance of Report Writing, Steps in Report Writing, Types of Report
- UNIT V:** Introduction To Social Research, Classification Of Science, Objectives And Assumptions Of Social Research, Difference Between Social Research And Physical Science, Objectivity In Social Research, Significance Of Social Research, Difficulties Of Social Research In India

**Suggest Reading :**

Flower, Floyd, J.Jr., survey methods, 2<sup>nd</sup> ed. Sage pub., 1993

S.P. Gupta, statistical Methods, 30<sup>th</sup> ed., Sultan chand, New Delhi, 2001



**REVISED SYLLABUS**  
**MBA HRD 204**  
**INDUSTRIAL WELFARE**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT:**  
**60%**

- UNIT I –** Introduction : Origin & Growth Of Social Security, Scope, Difference Between Social Insurance Commercial Insurance And Social Assistance Benefits & Limitations Of Social Security, Concept And Rational Of Employees Welfare.
- UNIT II –** Social Security In India : Growth Of Social Security Basic Knowledge Of SS Scheme In India Under Workmen Compensation Act, Employee Provident Fund Act, Maternity Benefit Act & Employee State Insurance Act, Interpretation Of SS Scheme In India.
- UNIT III –** Labour Welfare: Concept, Features, Objectives & Scope, Industrial Labour In India (Organized & Unorganized Sector), Welfare schemes, The factories act 1948.
- UNIT IV –** Labour Welfare In India : Theories Of Labour Welfare, Agencies Of Labour Welfare, Importance Of Labour Welfare In India, Role Of Labour Welfare Officer.
- UNIT V -** ILO : Origin Principles & Structure And Objectives Of ILO, ILO And Indian Labour Legislations, ILO & Labour Welfare. Social Security & Labour Welfare In Plan Period.

**Suggested Readings :**

- |                   |   |                                  |
|-------------------|---|----------------------------------|
| 1- Bhagoliwal T N | : | Labour Economics                 |
| 2- Saxena S. C.   | : | Labour Problem & Social Welfare. |



MBA-HRD 205

MANAGEMENT INFORMATION SYSTEM

CORE

CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

- UNIT - I** MIS – Importance –Concept, Management-Information-System, Definition, Information Technology and MIS, Nature and Scope of MIS- Characteristics and Functions, Systems Approach and its need, Concept of Synergy.
- UNIT – II** **Structure of MIS** – Structure based on Physical Components, Information System Processing Functions, Decision Support, Levels of Management Activities, Organisational Functions, MIS Classification, Transactional Processing System, Management Information System, Decision Support System (DSS), Executive Support System, Office Automation Systems (OASs), Functional Information System, Financial System, Marketing Information System, Production/Manufacturing Information System, HR Information System.
- UNIT – III** **Decision Making and MIS** – Decision Making, Simon’s Model of Decision Making, Types of Decisions, Purpose of Decision Making, Level of Programmability, knowledge of Outcomes, Methods for choosing Among Alternatives, Decision Analysis, Utility, Decision Tree, Optimization Techniques, Decision- Making and MIS
- UNIT – IV** **Information Concepts** – Information a Definition, Types of Information, Strategic Information, Tactical Information, Operation Information, Information Quality, Dimension of Information, Economic Information, Business Information, Technical Dimensions.
- UNIT – V** **System Concepts** – A Definition, Multiple Meaning of the Word SYSTEM, Kinds of Systems, Abstract and Physical Systems, Deterministic and Probabilistic Systems, Open and Closed Systems, User – Machine Systems, System related Concepts, Boundary- Interface and Black Box System Decomposition, Integration of Sub-System, Human as an Information Processing System, Information Filtering, Human Differences in Information Processing, Implications of Information Systems.

**Suggested Reading –**

- Gordon B.Davis : Management System, Conceptual Foundation Structure and Development
- Ross and Murdick : Information System for Modern Management
- Kantar Jerone : Management Information System



QUANTITATIVE TECHNIQUES FOR MANAGERS

CORE

CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%

- UNIT – I Introduction:** Concept, Scope, Nature, Importance and limitations of statistics, function of statistics, Collection of data, Arithmetic average, weighted mean, mode and median.
- UNIT – II Dispersions and Skewness :** Concept of dispersion, methods of measuring dispersion Quartile deviation, mean deviation and standard deviation, coefficient of variation, Coefficient of skewness method by Karl Pearson's and bowley's.
- UNIT – III Correlation and Analysis :** Concept and importance of correlation, Types of correlation, Coefficient of correlation method by Karl Pearson's Spearman's and concurrent Deviations, probable error.
- UNIT – IV (A) Regression Analysis :** Meaning and uses of Regression analysis, Regression lines, Regressions coefficient, Regressions equations by using method of least square.  
**(B) Index Numbers :** Meaning and uses of Index number, Methods of constructing index numbers – Simple Aggregate method, Weighted Aggregates methods, Fisher's ideal method.
- UNIT – V (A) Probability:** Meaning and Importance of the Concept of probability, calculation of Probability: Addition theorem, multiplication theorem and Bayes theorem (Simple Problems ).  
**(B) Chi- square test :** Meaning & uses of chi square measures, Degree of freedom Computation of the value of chi square Yate's correction.  
**(C) Test of hypothesis :** Test of significance of small samples – 't' test & 'f' test.

Suggestive Readings

1. Elhance & Elhance – statistics
2. S.P.Gupta - statistics



**MBA – HRD 301**

**COMPUTER APPLICATION IN HRD**

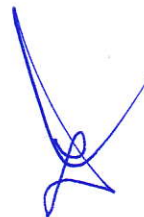
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit - I** Generations of Computer, Microprocessors, Data representation, Number Systems (Decimal, Binary, Octal, Hexadecimal), Binary Coded Decimal, Alphanumeric Representation, 1<sup>st</sup> and 2<sup>nd</sup> complement, Digital Logical Circuits
- Unit – II** **Random Access Memory**, Read Only Memory, Optical memories, CD-ROM, WORM, DVD, Cache memory, Magneto Optical Drives, Input/Output Devices, hard disk drives, floppy disk drives.
- Unit – III** Programming Concepts and Software Tools - Algorithm, Flowchart, Categories of languages, Introduction to Assemblers, Translators (Assembler and Interpreter), Fundamentals of Operating System, Serial Processing, Batch Processing, Multiprogramming.
- Unit – IV** **Office Management - Creating** and modifying documents (MS-WORD), spreadsheet solutions (MS-EXCEL), creating presentations (MS-POWER POINT), Introduction to DBMS, using MS-Access (tables, forms, reports)
- Unit – V** **Internet** : Concept & Definition, Types of Access (dial-up and dedicated), Modem, WWW, different Browsers, E-mail An Introduction, E-mail Address, how does e-mail work **Multimedia** - Introduction and Application of Multimedia.

**Suggested Reading :**

1. Computer Fundamentals Architecture and Organization 3<sup>rd</sup> Edition Of B. RAM – New Age International Pvt. Ltd. Publishers
2. Internet – An Introduction By Manish Dixit And Tata Mc Grawhill



**REVISED SYLLABUS**

**MBA HRD 302**

**BUSINESS AND CORPORATE LAW**

**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- Unit – I**     **Indian Contract Act, 1872** - Meaning and Essentials of a valid contract; Legality of Objects; Special Contracts (Indemnity and Guarantee, Bailment and Pledge, Contract of Agency).
- Unit – II**    **Negotiable Instrument Act** –Definition, Types and Characteristics of Promissory Note, Bills of Exchange and Cheque, Holder and Holder in Due Course, Endorsement, Instruments Obtained by Unlawful Means, Dishonor and Discharge of Negotiable Instrument.  
**Intellectual Property Rights Acts** - Meaning of IPR, The Patent Act 1970 – Meaning of Patent, Kinds, Procedure for grant of patent, right of patentee, infringement of patent. The Copyright Act 1957 – Meaning of copyright, registration of copyright, terms of copyright, infringement of copyright.
- Unit – III**   **Sale of Goods Acts, 1930** - Essentials of a Contract of Sale, Conditions and Warranties, Rights and Duties of Buyer, Transfer of Ownership of Goods, Rights of an unpaid Seller and Buyer's Beware.  
**Partnership Act 1932** – Concept of Partnership and its Major Provisions- Partnership Deed, Incorporation and Dissolution.
- Unit – IV**    **Companies Act 1956**, Management of joint stock companies in India appointment role, Functions, Duties and Liabilities of Company Directors and Managing Director.
- Unit – V**     **Law Relating to Information:** Right to Information Act, 2005 Definitions; right to information; obligations of public authorities; request for obtaining information, disposal of request; exemption from disclosure of information; grounds for rejection to access in certain cases; severability; central information commission- its constitution, term of office, conditions of service and removal; the powers and functions of information commissions; appeals and penalties.

**Suggested Reading :**

- |    |                        |   |                 |
|----|------------------------|---|-----------------|
| 1. | N.D.Kapoor             | : | Mercantile Law. |
| 2. | V.K.Batra, & N.K.Kolra | : | Mercantile Law. |
| 3. | P.K.Malik              | : | Industrial Law. |
| 4. | M.C.Kuchhal            | : | Mercantile Law. |
| 5. | R.C.Chawla & Garg      | : | Mercantile Law. |
| 6. | O.P.Gupta              | : | Mercantile Law. |
| 7. | Varshney               | : | Mercantile Law. |





**REVISED SYLLABUS**  
**MBA HRD 303**  
**TOTAL QUALITY MANAGEMENT**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I**      **Quality:** Concept and evaluation, types of quality, establishing a Customer Focus, Quality Culture, Quality control and its objectives, Quality Gurus and their Contribution – Deming, Juran, Ishikawa, Philip B. Crosby
- UNIT II**      **TQM:** Concept and its elements, Implementing TQM, 5S, Kaizen, JIT, TQM in Service Sector, quality management practices in Indian Organization.
- UNIT III**      **Quality circle:** Concept, Genesis and Development, Structure of Quality Circles, Problem Solving Steps and Techniques, Impact of Quality Circles, Pitfalls and Problems, Quality assurance system.
- UNIT IV**      **ISO 9000:** Concept and its Overview, Significance and Clauses, Implementation, Documentation, Quality Audit, Assessment and Certification
- UNIT V**      **ISO 14000:** An Overview ISO 2000: An Overview, Business Process Reengineering, ISO 8402: Quality Management and quality assurance.

**Suggestive readings**

Bagchi T.	:	ISO 9000
R.P. Mohanti	:	TQM
K.C. Arora	:	ISO 9000 & TQM
Udpa	:	Quality Circles
Michael Hammer	:	Reengineering Corporation
Drummond	:	The TQM Movement
K S Bhat	:	TQM
Sharma	:	TQM



**REVISED SYLLABUS**  
**MBA HRD 304**  
**PUBLIC RELATIONS**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I-** Public Relations, Meaning & Nature, Scope of Public Relations, Growth of Public Relations in USA & India, Present trends in Public Relations professional Public Relations Organizations, Public Relations as career.
- UNIT II -** Mass Media Meaning & Nature, Origin growth, Functions of Mass Media, Impact of Mass Media on society, Role of Mass Media in national integration.
- UNIT III -** Industrial Relation: Meaning scope and Importance, components of Industrial Relation System, Prerequisites of good Industrial Relation programme, Meaning of Human Relation, Industrial Relation V/s Human Relation, Approaches of Industrial Relation, workers participation in management.
- UNIT IV -** Tools of Public Relations & Mass Media : Press, Radio, T. V., Film, Holding of Press Conference, Writing of Press Release, Radio & Television, Interview Public Opinion – Propaganda – Meaning & Technique.
- UNIT V -** Public Relation in Public & Private sector : Organisation, Management, Organisation & Management of Public Relations in Public sector Govt. of India – Ministry of I & B, DAVP, PIB, AIR, Doordarshan, Film.

**Suggested Reading :**

- 1- Stephenso - Handbook of Public Relations, Mc Graw Hill
- 2- C. Naisimha Reddi - Public Relations in India
- 3- P. S. Knees - Growth of Press & Public Openion in India



**REVISED SYLLABUS**  
**MBA HRD 305**  
**UNION MANAGEMENT RELATIONS**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I:** Trade Union: Development, Structure, Recognition, Objectives, Functions, Registration of Trade Union Organization and Management. Concept, Objectives, Functions, Registration & Stages of Trade Union Movement Development in India
- UNIT II:** Trade Union in India: Historical Background, Management in Trade Union, Types of Trade Union: White Collar and Management, Trade Union Difficulties & Obstacles in The Development Of Trade Union: Code Of Conduct.
- UNIT III:** Industrial Conflict, Conflict And Cooperation, Collective Bargaining: Concept, History, Function and Process of Collective Bargaining, Collective Bargaining Practice in India, Approaches of Collective Bargaining
- UNIT IV:** Negotiation Skills and Process, Issues & Levels of Negotiation, Ethics in Negotiation, Role of Labour Administration, Conciliation And Arbitration, Emerging Trends In Union Management Relation
- UNIT V:** Unions in Public Sector and other Issues: Unions in Public Sector, Labour Problems in Public Sector; Unions in Banks, Insurance, Railways and Civil Services, Unions and Productivity; Comparative study with Unions in Private Sectors

**Suggestive Readings**

Mammoria & Mammoria

C.B. Gupta



**Optional Paper**  
**MBA – HRD 306 (a)**  
**STRATEGIC MANAGEMENT**  
**GENERIC**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I**     **Framework for Policy and Strategy** – Nature, Importance and Objectives of Strategic Management, Concept of Policy and Strategy (Comparison), Levels of Strategy, Concept of corporate Strategy and Tactics, Synergy and its relevance to Strategy, Process of Strategic decision making, Strategies and their Role.
- UNIT – II**     **Strategy Formulation** – Corporate Mission and Objectives, Environmental appraisal, Organizational appraisal, Different Strategic alternatives and process of Strategic choice.
- UNIT – III**     **Strategy Implementation** – Main issues in Strategy implementation, Resource allocation, Project and Procedural Implementation Aspects of Structural, Functional and behavioral implementation.
- UNIT – IV**     **Strategy Evaluation** – Nature and process of Strategic evaluation and control, Types and Techniques of Strategic and operational control Organizational Systems and Evaluation.
- UNIT – V**     **Case Studies on Strategic Management –**

**Suggested Readings :**

- |                       |   |                               |
|-----------------------|---|-------------------------------|
| 1. Azhar Kazmi        | : | Organisation and Management   |
| 2. Hungerb & KWheelen | : | Strategic Management          |
| 3. L.M.Prasad         | : | Business Policy and Strategic |
| 4. William Gluck      | : | Business Policy Strategic     |



**MBA – HRD 306 (b)**  
**ADVERTISING MANAGEMENT**

**Optional Paper**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT - I    Advertising World –** What Is Advertising? Advertising And Marketing Mix, Importance Of Advertising In Marketing And Communication, Communication Models, Types Of Advertising, Legal And Ethical Issues In Advertising, Advertising As A Tool Of Consumer Welfare
- UNIT – II    Advertising Decision And Media Planning–**  
Advertising Budget, Advertising Appeals, Media, Types Of Media, Media Selection, Media Planning Process, Types Of Campaign, DAGMAR Approach, Three Phase Of Campaign Creation, Limitations Of Three Stage Model.
- UNIT – III    Creativity In Advertising –** Message Design And Positioning, Marketing Objectives, Message Presentation, Advertisement Message Structure, Message Format, Advertising Copy For Print Media, Broadcast Copies, TV Copywriting, Scripting For TV Commercials, Jingles For TV.
- UNIT – IV    Layout Preparation And Advertising ART -** Components Of Layout, Position, Right And Left Hand Advertising, Top Bottom Advertisement, Divided Advertisement, Emphasis On-Background , Caption, Heading, Text
- UNIT – V    Fundamentals Of Computer Graphics –** 3D, Rendering, Ray Tracing, 2-D Morphing, 3-D Morphing

**Suggested Reading :**

1.    Chunawalla & Sethia : Foundation of Advertising Theory and Practice.
2.    P.K.Agarwal                    : Advertising Management



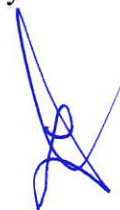
**MBA HRD 306 (c)**  
**ENTREPRENEURSHIP DEVELOPMENT**  
**Optional Paper**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I**     **Introduction:** Entrepreneurial Traits, Types And Significance, Meaning Of Entrepreneurs, Entrepreneurship And Enterprise, Characteristics, Qualities, Functions Of Entrepreneurs, Role And Importance Of Entrepreneurs In Economic Growth, Factors Responsible For The Development Of Entrepreneurial Skills, Need For Promotion Of Entrepreneurship And Small Business.
- UNIT – II**   **New Enterprise Management-** Problem Of Industrialization In Underdeveloped Countries With Special Reference To India, Meaning Of Setting Of New Enterprise And Location, Optimum Units – Its Meaning And Determinants, Factors Determining Industrial Units.
- UNIT III**    **Entrepreneurship Development** – Entrepreneurship Development Programme in Indian History, Support, Objectives, Stages of Performance, Planning and EDP Objectives, Target Group, Government Policies towards SSI, Entrepreneurship Input, Entrepreneurship and Motivation.
- UNIT IV**    **Entrepreneurship And Environment Support System** – Market And Demand Analysis For New Venture, Information Required For Market And Demand Analysis, Secondary Source Of Information, Market Survey, Demand Forecasting, Technical Analysis, Materials And Inputs, Production Technology, Product Mix, Project Layout.
- UNIT V**     **Financial Appraisal Of Project** – Cost And Benefit From Financial Angle-Basis, Cost Of Project, Means Of Financing, Planning The Capitals Structure Of The Company.

**Suggestive Readings**

- |                   |   |                                     |
|-------------------|---|-------------------------------------|
| Caticts A. Dalley | : | Entrepreneurship Management         |
| Rajiv Jain        | : | Planning a Small Scale Industry     |
| S.A. Kumar        | : | Entrepreneurship and Small Industry |



**REVISED SYLLABUS**  
**MBA HRD 401**  
**E-BUSINESS AND CYBER LAWS**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I**      **Introduction to E-business:** Meaning and importance, Models based on the relationships of transacting parties (B2B, B2C, C2C, and C2B) and transaction types: (Manufacture Model, Advertising Model, Value Chain Model, and Brokerage Model). Electronic fund transfer; Automated Clearing House; Automated Ledger posting; Electronic Money transfer E-Cheques, ATM and Tele-banking.
- UNIT II**      **Definition and Terminology:** Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security, Cyber Crime. Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer Network, Computer Resource, Computer System,
- UNIT III**      **Regulatory Framework I:** Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Use of Electronic Records and Digital Signatures in Government and its Agencies.
- UNIT IV**      **Regulatory Framework II:** Regulation of Certifying Authorities Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences
- UNIT V**      **Electronic Communication:** PC and networking, network topologies and communication media, Internet Vs Online services, Open Vs closed architecture, Controlled Contained Vs uncontrolled contained, Metered pricing Vs Flat pricing , Innovation Vs Control.

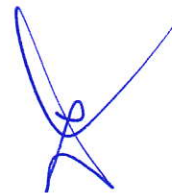
**Suggestive readings**

1. Chaffey, Dave, *E-business and E-commerce Management*, Pearson Education.
2. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
3. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
4. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000*.
6. Jyoti Rattan, *Cyber Laws & Information Technology*, Bharat Law House Pvt Ltd, New Delhi

**MBA HRD 402**  
**MANPOWER POLICY AND PLANNING**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I**      **Basics of Human Resource Planning:** Macro Level Scenario Of Human Resource Planning, Concept and Process Of Human Resource Planning, Methods And Techniques – Demand Forecasting, Methods And Techniques – Supply Forecasting
- UNIT II**      **Job Evaluation:** Concept Scope and Limitation, Job Analysis and Job Description, Job Evaluation Methods
- UNIT III**      **Action Areas** – Issues and Experiences: Selection and Recruitment, Induction and Placement, Performance and Potential Appraisal, Transfer, Promotion and Reward Policies, Training and Retraining
- UNIT IV**      **Measurement in Human Resource Planning:** Human Resource Information System, Human Resource Audit, Human Resource Accounting
- UNIT V**      **HRD and the Supervisor:** Line Managers and HRD, Task Analysis, Motivational Aspect of HRD, Developmental Supervision, Counseling and Monitoring





**REVISED SYLLABUS**

**MBA HRD 403**

**LABOUR LAW**

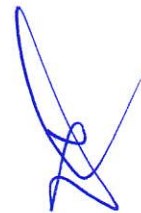
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I** Labour Legislation: Principles Of Labour Legislations, Types Of Legislations Labour Legislations And Indian Constitution. International Labour Organization Objective, Principles and Structure, Functional Area Of ILO Activities, Impact Of ILO On Indian Labour.
- UNIT II** Laws on Working Conditions: The Factories Act 1948, Mines Act 1952, Child Labour (Regulation & Abolition Act 1986), Contract Labour (Regulation & Abolition Act 1970).
- UNIT III** Industrial Relations Law: Trade Union Act 1926, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act 1946, Disciplinary Actions & Domestic Inquiry.
- UNIT IV** Wages & Labour Laws: Minimum Wages Act 1948, Payment of Wages Act 1936, Payment Of Bonus Act 1965 & Equal Remuneration Act 1976
- UNIT V** Laws for Labour Welfare & Society Security- Workmen's Compensation Act 1923, Payment of Gratuity Act 1972, Employees State Insurance Act 1948, and Maternity Benefit Act 1961

**Suggested Readings**

Mallik : Labour laws  
Kapoor : Labour laws



**MBA HRD 404**  
**MANAGING CHANGE IN ORGANISATION**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I**      **Organizational Change and Overview:** The Process of Organizational Change, Key Role in Organizational Change, Culture and Change, Managing Resistance To Change, Effective Implementation To Change
- UNIT II**      **Diagnosis and Intervention:** Organizational Diagnosis, Issues and Concepts, Diagnosis Methodology: Features, Diagnosis Methods – Qualitative And Quantitative, Intervention In Organizational Change.
- UNIT III**      **Models Of Organizational Change:** Some Models Of Organizational Change, Organizational Change & Process Consultation, Work Redesign Model.
- UNIT IV**      Consulting Approaches and Skills, Managers as Agent of Change, Internal Change Agent, External Change Agent Styles
- UNIT V**      Group as a Process of Learning, Developing and Change, Group Cohesiveness, Influence Process, Human and Cultural Variables in Global Organization



**MBA HRD 405**  
**INDUSTRIAL PSYCHOLOGY**  
**CORE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I** Industrial Psychology: Backdrop of Industrial Psychology in India, Concept, Nature and Scope of Industrial Psychology
- UNIT II** Fatigue, Monotony, Boredom, Working Environment, Organization Culture and Organizational Effectiveness
- UNIT III** Human Engineering, Industrial Accidents, the Use of Psychology Tests In Selection and Placement
- UNIT IV** Morale – Meaning, Characteristics, Determinants, Measuring Morale And Methods Of Increasing Morale, Morale And Productivity, Morale And Job Satisfaction, Job Satisfaction And Its Various Aspects.
- UNIT V** Employee Counseling: Meaning, Need, Goals, Types, Methods  
Process Counseling: Meaning, Need, Goals, Types, Methods, Process

**Suggestive Readings**

H. Ghorpade : Industrial Psychology



**MBA HRD 406 (a)**  
**COUNSELING SKILLS FOR MANAGERS**  
**Optional Paper**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT I** Introduction: Meaning, Functions and Type Of Counseling, Factors Contributing To the Emergence of Counseling, Economic Changes and Challenges, Important Periods In The Development Of Counseling
- UNIT II** Counseling and Related Fields, Approaches to Counseling, Counseling Process
- UNIT III** Counseling Interview and Group Counseling
- UNIT IV** Counseling In the Educational Settings, Special Areas in Counseling, Handling Situations of Strikes, Disputes Through Counseling
- UNIT V** Modern Trends In Counseling, Professional Preparation and Training for Counseling, Evaluation

**Suggestive Readings**

- Maclennan, Nigel : Counseling For Managers  
Moursund J. : The Process of Counseling and Therapy  
Narayana Rao S. : Counseling and Guidance



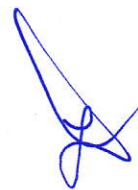
**MBA – HRD 406 (b)**  
**FUNDAMENTALS OF RETAIL MANAGEMENT**  
**(Optional Paper)**  
**C ELECTIVE**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I**      Meaning, Concepts and Characteristics of Retail, Main Drivers of Retailing in India, Development of Retail Industry, Factors in Retailing
- UNIT – II**      Theories of Retail Development – Environmental Theory, Conflict Theory, Phases of Growth of Retail Market
- UNIT – III**     Retail Location, Level of Location Decision and Its Determining Factors, Image Mix, and Retail Space & Layout Management
- UNIT – IV**     Retail Pricing, Pricing Flexibility, Determining Pricing Strategy and Politics, Multiple Unit Pricing, Human Resource Issues and Concern in Retailing
- UNIT – V**      Retail Economics, Measure Of Performance, Income Statement, Balance Sheet, Strategic Profit Model, Ethics In Retailing, Role Of Market In Retail

**Suggestive Readings**

- Nair Suja R.                :      Retail Management – Himalaya Publishers  
Pradhan Swapna         :      Retailing Management – Tata Mc Graw Hill Publishing  
Jain J.N. & Singh P.P. :      Modern Retail Management – Regal Publications



**MBA – HRD 406 (c)**  
**MARKETING SERVICES**  
**Optional paper**  
**GENERIC**

**CONTINUOUS ASSESSMENT: 40% AND END TERM ASSESSMENT: 60%**

- UNIT – I** Concepts and Features Of Marketing Services, Significance Of Marketing Services, Marketing Information System, Emerging Key Services.
- UNIT –II** Concept & Marketing Mix, Product Mix , Promotion Mix, Price Mix, Place Mix, Total Quality Management- Dimensions Of Total Quality Management
- UNIT – III** Tourism Marketing, Concept, Uses of Tourism Services, Marketing Mix for Tourism, Marketing Management of Road Transportation.
- UNIT - IV** Consultancy Market- Concept & Rational, Market Segmentation For Consultancy Organization, Consultancy Marketing In India Perspective.
- UNIT –V** Courier Marketing – A Conceptual Framework, Rational Behind Courier Marketing, Automobile Service Marketing- Concept & Rational, Day Care Marketing.

**Suggestive Readings :**

- JHA S.M. : Service marketing, Himalaya publication ltd.  
Hudman Hawkins : Tourism in contemporary society, prentice hall

