

**Master of Personnel Management and Industrial Relations**  
**Distribution of Different Courses and Credits in Various Semesters**

| <b>I Semester</b>          |   |                |
|----------------------------|---|----------------|
| <b>Paper No.</b>           | <b>Core papers</b>                                | <b>Credits</b> |
| S1:01                      | Foundations of Human Behavior                     | 4              |
| S1:02                      | Principles of Management                          | 4              |
| S1:03                      | Research Methods and Statistics in Management     | 4              |
| S1:04                      | Industrial Relations                              | 4              |
| S1:05                      | Business Environment                              | 4              |
| S1:06                      | Computer Applications and MIS                     | 4              |
| <b>Open Elective Paper</b> |   |                |
| S1:07                      | Basic Psychological Processes                     | 3              |
| <b>Total</b>               |   | <b>27</b>      |
| <b>II Semester</b>         |   |                |
| <b>Paper No.</b>           | <b>Core papers</b>                                | <b>Credits</b> |
| S2:01                      | Organizational Behavior                           | 4              |
| S2:02                      | Human Resource Management -I                      | 4              |
| S2:03                      | Organizational Communication and Public Relations | 4              |
| S2:04                      | Labour Legislation                                | 4              |
| S2:05                      | Health, Hygiene and Safety                        | 4              |
| S2:06                      | Database Management System                        | 4              |
| <b>Open Elective Paper</b> |   |                |
| S2:07                      | Applications of Psychology in Human Life          | 3              |
| <b>Total</b>               |   | <b>27</b>      |
| <b>III Semester</b>        |   |                |
| S3:01                      | Marketing Management                              | 4              |
| S3:02                      | Labour Welfare and Social Security                | 4              |
| S3:03                      | Strategic Management                              | 4              |
| S3:04                      | Human Resource Management-II                      | 4              |
| S3:05                      | Relational Database Management System             | 4              |
| S3:06                      | Summer Training                                   | 4              |
| S3:07                      | Viva-Voce examination                             | 3              |
| <b>Open Elective Paper</b> |   |                |
| S3:08                      | Stress and Coping                                 | 3              |
| <b>Total</b>               |   | <b>30</b>      |
| <b>IV Semester</b>         |   |                |
| S4:01                      | Organizational Development and Change             | 4              |
| S4:02                      | Compensation Management                           | 4              |
| S4:03                      | Financial Management                              | 4              |
| S4:04                      | Stress Management                                 | 4              |
| S4:05                      | Case Based Seminar                                | 4              |
| S4:06                      | Dissertation                                      | 4              |
| S4:07                      | Comprehensive Viva-Voce                           | 3              |
| <b>Total</b>               |   | <b>27</b>      |
| <b>Grand Total</b>         |   | <b>111</b>     |

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|--------------|---------------------------------------|----------------|----------|
| <b>S1.01</b> | <b>Foundations of Human Behaviour</b> | <b>Credits</b> | <b>4</b> |
|--------------|---------------------------------------|----------------|----------|

1. Human behavior: Concept, individual and group behaviour.
2. Attention: Types of attention; selective, divided, and sustained attention, determinants of attention; practical implication of attention for managers.
3. Perception: Perceptual processes, basic factors in perception, significance of perception for managers.
4. Learning: Theories of classical and operant conditioning; learning curves; application of learning for managers.
5. Memory systems: Sensory, short-term and long-term; levels of processing; forgetting.
6. Motivation: Types of motives. Theories: Need hierarchy, social learning, attribution. Implications.
7. Individual differences: Personality, intelligence and aptitude: General and specific abilities. I.Q.

**Recommended Books:**

1. Ciccarelli, S. K. , & Meyer, G. E. (2009). *Psychology*. New Delhi: Pearson
2. Gerrig, R. J., & Zimbardo, P. G. (2005). *Psychology and Life* (17<sup>th</sup> Ed.)New Delhi: Pearson.
3. Luthans, F. (2010). *Organizational behavior*. New York: McGraw Hill
4. Robbins, S. P. (2010). *Organizational behavior*. New York: Prentice Hall
5. Smith, E. E., Hoekema, S. N., Fredrickson, B., & Loftus, G. R. (2003). *Atkinson & Hilgards's : Introduction to psychology*, (14<sup>th</sup> Ed.) New Delhi: Wadsworth.

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|--------------|---------------------------------|----------------|----------|
| <b>S1.02</b> | <b>Principles of Management</b> | <b>Credits</b> | <b>4</b> |
|--------------|---------------------------------|----------------|----------|

1. Concept of Management: Meaning, nature and scope of management. Management: Science or art; skills of manager; productivity, efficiency and effectiveness.
2. Evolution of management Thought: Fredrick. Taylor's scientific management; Henry Fayol's general principles of management; sociological and psychological approaches to management; recent developments in management thought.
3. Planning and management process: Nature and purpose of planning; types of plans; basic steps in planning; tools and techniques for planning. Forecasting.
4. Decision making: Decision making process and selection of the best alternative; decision making under certainty, risk and uncertainty; modern approaches to decision making under uncertainty.
5. Organizing: The nature and purpose of organizing; formal and informal organizations; departmentation; organization levels and span of management; centralization and decentralization of authority; delegation of authority.
6. Staffing: Nature and purpose of staffing; different phases in procurement process, approaches to management development, conflict management.
7. Controlling: Meaning and purpose of control; control process; different methods of control; characteristics of an effective control system.

**Recommended Books:**

1. Certo, S. C., & Certo, T. (2009). *Modern Management* (11<sup>th</sup> Ed.). New York: Pearson.
2. Griffin, R. W. (2009). *Management* (1<sup>st</sup> Ed.). New Delhi: Cengage.
3. Kreitner, R. (2010). *Management: Theory and applications* (1<sup>st</sup> Ed). New Delhi: Cengage.
4. Robbins, S. P., De Cenzo, D. A., & Coulter, M. (2011). *Fundamentals of management* (7<sup>th</sup> Ed.). New York: Pearson.
5. Weihrich, H., & Koontz, H. (2005). *Management: A global perspective*. New Delhi: Tata McGrawhill.

**S1.03                      Research Methods and Statistics in Management                      Credits                      4**

1. Research methods in management: Meaning, objectives and significance of research, steps involved in research.
2. Formulation of research problem and hypothesis, research design, sampling.
3. Tools and techniques of data collection: Development of questionnaire/tests, reliability, validity; methods of data collection, research report.
4. Descriptive statistics: Mean, median and mode; range, quartile deviation; standard deviation; graphical representation of data.
5. Correlation and regression: Computation and interpretation of product moment and rank order correlation, bi-variate regression analysis.
6. Hypothesis testing: Basic concepts; testing significance of difference between two means; independent and correlated sample t-test; chi-square test and its application.

**Recommended Books:**

1. Breakwell, G.M., Hammond, S., & Fife-Schaw, C. (2000). *Research methods in psychology* (2nd Ed.). London: Sage Publications.
2. Broota, K. D. (1989). *Experimental designs in behavioural research*. New Delhi: Wiley Eastern.
3. Gliner, J.A., Morgan, G.A., & Leech, N.L. (2009). *Research methods in applied settings* (2<sup>nd</sup> Ed.). New York: Routledge
4. Gravetter, F.J. & Forzano, L.B. (2006). *Research Methods for behavioural sciences*. Singapore: Thomson-Wadsworth
5. Howell, D.C. (2010). *Statistical Methods for Psychology*. Belmont: CA: Cengage Wadsworth.

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| <b>S1.04</b> | <b>Industrial Relations</b> | <b>Credits</b> | <b>4</b> |
|--------------|-----------------------------|----------------|----------|

1. Introduction to industrial relations: Concept, scope, and components of industrial relations system, brief overview of industrial relations in India. Technological change and industrial relations.
2. Grievances and discipline: Meaning, nature and causes of grievances; grievances presentation, procedure for redressal; meaning of discipline, causes of indiscipline in industry; discipline enforcement, code of discipline in industry.
3. Trade union movement: Development of trade unionism in India; structure and functions of trade unions; leadership issues; problems of multiple unions; employers' organization in India.
4. Industrial disputes: Causes and resolution; - mediation, conciliation, arbitration, adjudication (with reference to Industrial Dispute Act, 1947).
5. Collective bargaining: Principles and features; forms and process of collective bargaining; implementation of collective bargaining agreements; collective bargaining in India.
6. Workers' participation: Concept, objectives; forms and levels of participation; schemes for workers' participation in India and other countries.

**Recommended Books:**

1. Bray (2004). *Industrial relations: a contemporary approach*. Australia: McGraw Hills
2. Manoria, Manoria & Ganlear. (2003). *Dynamics of industrial relations*. New Delhi: Himalaya Publishing House
3. Monappa, A. (2000). *Industrial relations*. New Delhi: Tata McGraw Hill.
4. Sen (2003). *Industrial relations in India: Shifting paradigms*. New Delhi: Macmillan India.
5. Uzzaman & Sherwani (2000). *Industrial relations in India*. Anmol Publication

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|--------------|-----------------------------|----------------|----------|
| <b>S1.05</b> | <b>Business Environment</b> | <b>Credits</b> | <b>4</b> |
|--------------|-----------------------------|----------------|----------|

1. Business: Concept, objectives and characteristics; business environment: Concept, nature and dimensions; business environment and strategic management.
2. Social and cultural environment: Demographic and social environment, business and society, business and culture, business and ethics, social responsibility of business, social audit, consumerism in India.
3. Economic environment: Economic systems, pattern and trends in the economic development in India, broad features of industrial policy. Fiscal policy and monetary policy and their relevance to business; capital and money markets in India and their instruments.
4. International economic environment: Economic integration among countries, free – Trade area; common market, economic union, global economic alliances: UNCTAD, WTO, regional economic alliances.
5. Globalization: Concept and consequences; multinational companies, globalization of Indian business.
6. Constitutional and legal environment: Indian Partnership Act, Indian Companies Act, Negotiable Instruments Act: Negotiable instruments, Provision of FEMA Competition Act, Indian Contract Act 1972, Sales of Goods Act.

**Recommended Books:**

1. Aswathappa K.(1997).*Essentials of business environment*. New Delhi; Himalaya Publishing.
2. Francis C. (1996). *Business and government*. Mumbai: Himalaya Publishing
3. Kapoor N.D. (1999 ).*Elements of Mercantile Law* New Delhi:Sultan Chand
4. Kumar, R. (2009). *Legal aspects of business*. New Delhi:Cengage
5. Methews, M.J. (2003). *Business environment*. Jaipur RBSA
6. Peny, M.W. (2007).*International Business*. New Delhi:Cengage

**S1.06                      Computer Applications and Management Information System**  
**Credits                      4**

1. Input and output devices, representation of information in computers, binary number system, coding system (EBCDIC and ASCII).
2. Computer hardware and software: System software, assembler, compiler, operating system, Windows 2000 XP, algorithm, flow charts, elementary concepts of languages.
3. Application softwares: Microsoft Word, Microsoft Power point, Microsoft Excel.
4. Management information system: Definition, objectives, benefits, function, characteristics, role of an MIS - information flow.
5. Management organizational theory and the system approach: Types and functions, organizational theory, motivation models, system approach to planning, information and planning, system approach to organizing.
6. Decision making: Levels, types and stages of decision making, individual models: Rational, satisfying, muddling and psychological. Organizational models: Rational actor, bureaucratic, political and garbage can.

**Recommended Books:**

1. Davis & Oleson. (2006). Management information systems. New Delhi: Tata McGraw Hills.
2. James O'Brien (2006). *Management information systems*. New Dehi: Tata McGraw Hills
3. K.C. Laudon & J.P. Laudon (2003). *Management information systems: Managing the digital firms*. New Dehi: Prentice Hall
4. Murdick, Ross, Claggett (2006). *Information system for modern management*. New Dehi: Prentice Hall India.
5. R. Stair & G. Reynolds (2008). *Fundamentals of information systems*. New York: Thompson Learning.
6. V. Rajaraman (2007). *Fundamental of computers*. New Delhi: Prentice Hall

**S1: 07                      Basic Psychological Processes                      Credits                      3**

1. Psychology: Nature, scope, and methods.
2. Perceptual processes: Sensation, perception, and attention.
3. Learning and memory: Nature and processes.
4. Motivation and Emotion: Nature and types.
5. Intelligence: Nature and measurement, concept of I.Q.
6. Personality: Nature and types.

**Recommended Books:**

1. Baron. R. A. (2006). *Psychology* (5<sup>th</sup>Ed). New Delhi: Pearson Education
2. Ciccarelli, S. K., & Meyer, G. E. (2009). *Psychology*. New Delhi: Pearson Education.
3. Coon, D., & Mitterer, J. O. (2007). *Introduction to psychology: Gateway to mind and behavior*. New Delhi: Cengage.
4. Feldman, R. (2004). *Understanding psychology* (6<sup>th</sup> Ed.). New Delhi: McGraw Hill.
5. Gerrig, R. J., & Zimbardo, P. G. (2006). *Psychology and life* (17<sup>th</sup> Ed.). New Delhi: Pearson Education.



**S2.01                                      Organizational Behaviour                                      Credits            4**

1. Nature and scope of organizational behaviour: Theoretical frameworks, emerging organization, contemporary challenges.
2. Motivation: Meaning, motives, work motivation approaches, job design and goal setting, organizational reward system.
3. Interactive conflict and negotiation skills: Intra-individual, interpersonal, inter-group conflicts, organizational conflicts, negotiation skills.
4. Power and politics in organizations: Bases of power; power tactics; causes and consequences of political behaviour; ethics.
5. Leadership: Trait, behaviour, contingency, and contemporary theories, leadership styles and skills, roles and activities.
6. Organizational culture: Nature and types, creating and maintaining, creating customer responsive culture; spiritual work place; promoting ethical organizational culture.

**Recommended Books:**

1. Gibson, J. (2011). *Organizations: Behaviour, structure, processes* (13<sup>th</sup> Ed). Singapore: McGraw Hill.
2. Hellreigel, D., & Slocum Jr., J. W. (2011). *Organizational behaviour* (13<sup>th</sup> Ed). New York: Cengage.
3. Luthans, F. (2011). *Organizational behavior* (12<sup>th</sup> Ed.). New York: McGraw Hill.
4. Nelson, D. L., & Quick, J. C. (2011). *Organizational behavior: Science, the real world and you* (7<sup>th</sup> Ed.). Florence, K. Y.: Cengage.
5. Robbins, S. P., Judge, T. A., & Sanghi, S. (2009) *Organizational behavior* (13<sup>th</sup> Ed.). New Delhi: Pearson.

**S2.02                                      Human Resource Management-I                                      Credits                                      4**

1. Fundamental of HRM: Foundation, nature, importance, functions.
2. Human resource management in changing environment: Globalization and its HRM implications.
3. Organizational strategy and human resource planning, job analysis – determining essential skills, knowledge and abilities.
4. Acquisition of human resource: Selection, placement, orientation, creating human resource system.
5. Career and performance management: Career design and development; performance management system: Appraisal process and methods, creating effective performance appraisal system.
6. Human resource audit and accounting: Creating strategic human resource system.
7. Lab work: Lab in selection device administration, lab in performance management.

**Recommended Books:**

1. Aswathappa, K. (2006) *Human resource management*. (4<sup>th</sup> Ed.)New Delhi: Tata McGraw Hill.
2. Bhatia, S.K., & Singh, N. (2000). *Principal techniques of personnel management/ human resource management* (2<sup>nd</sup> Ed). New Delhi: Deep & Deep Publications.
3. DeCenzo, D.A., & Robbins, S.P. (1999) *Human resource management*(6<sup>th</sup> ed.). New York: John Wiley.
4. Dessler, G. (2008). *Human resource management*.(11<sup>th</sup> Ed.)New Delhi:Prentice Hall.
5. Snell, S. & Bohlander, G. (2009).*Human resource management* (5<sup>th</sup> Ed.)New Delhi: Cengage.

**S2.03 Organizational Communication and Public Relations Credits 4**

1. Conceptual framework: Meaning and significance of communication; models and process of communication in organizations; direction of communication and communication barriers.
2. Structural issues in communication: Role of organizational structures; communication networks; external communication; nonverbal communication; cultural differences.
3. Communication effectiveness: Influence and persuasion tactics; counselling, listening and feedback; effective interviewing and oral presentation; written business communication.
4. Communication in public relations: Conceptual framework and historical background; fields of PR: marketing internal communication, financial PR, community relations, government and PR, environmental PR; ethical issues.
5. Risk issues and crisis management: Trust and risk assessment; issues management and implementation of issues management program; perception of crisis, role of media; crisis prevention; communication management.
6. Media relations: Media scene in India; press tours, press conference, press notes, audio-visual media, online news, internet, public relations campaign; feedback and opinion research.

**Recommended Books:**

1. B. Subramaniam (2000). *Business communication*
2. Cutlip, Center & Broom (2000). *Effective public relations*, New York: Pearson Education
3. Fisher, D. (2001). *Communication in organizations*. Jaico Publishing
4. Jethwarney, Verma & Sarkar (1996). *Public relations*. New Delhi: Sterling publications Pvt. Ltd
5. Register & Larkin (2000). *The art and science of public relations*. (Vol. 4&5). New Delhi: Crest Publishing.

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| <b>Paper S2.04</b> | <b>Labour Legislation</b> | <b>Credits</b> | <b>4</b> |
|--------------------|---------------------------|----------------|----------|

1. Industrial and labour legislation in India
2. Industrial Dispute Act, 1947.
3. Trade Union Act, 1926.
4. Industrial Employment (standing order Act, 1946).
5. Contract Labour (regulation and abolition) Act, 1970: Salient features
6. Report of the second national commission on labour; globalization and labour laws:  
Salient features
7. Factories Act 1948
8. Apprentices Act, 1961: Overview

**Recommended Books:**

1. Mishra, S. N. (2009). *Labour and industrial law*. New Delhi: Central Law Publication
2. Malik, P. L.(2007). *Industrial law*. New Dehi: Eastern Book Company.
3. Chaturvedi, S.M. (2001). *Labour and industrial law*. Allahabad: Central Law Agency
4. Srivastava, S.C. (2009 ). *Industrial relations and labour law*. New Delhi: Vikas Publishing

**S2.05 Industrial Health, Hygiene, and Safety Credits 4**

1. Industrial health: Statutory health provisions, industrial medical officer, ancillary health services, mental health.
2. Industrial hygiene: Hygiene education, occupational hazard, occupational diseases, statutory provisions.
3. Industrial safety: Causes of industrial accidents, prevention of accidents, accident proneness, safety provisions, Factory Act 1948.
4. Work environment: Role of music, noise, illumination, and colour in industry.
5. Fatigue: Concept, related phenomena, hours of work and production, absenteeism and control.
6. Human engineering: Man – machine model, automation, adaptive automation, costs and trade offs; performance: time and motion study, perceptual and motor skills, information processing, performance measures.

**Recommended Books:**

1. Dunnette, M.D. & Hough, L.M. (1998). *Handbook of Industrial & Organizational Psychology*. Palo Alto, Calif. : Consulting Psychologists Press
2. Hammer, W. & Price D. (2000). *Occupational safety management and engineering*. N.J.: Prentice Hall
3. HimalayaSrivastava, A. K. (1999). *Management of occupational stress*.New Delhi: Gyan Publishing
4. Maier, N.R.F. (1982). *Industrial Psychology*.Boston: Houghton Mifflin
5. Ross, R. R. & Altmair, E.M. (1994). *Interventions in occupational stress*. New Delhi: Sage Publications
6. Sarma, A. M (2007). *Aspects of labour welfare and social security*.New Delhi:

**S2.06                      Data Base Management System    Credits                      4**

1. Introduction to elementary database management, creation of small MIS through the use of an elementary database package.
2. MS-Access: Create & design table, database, forms, and report.
3. Visual Basic: Introduction to visual Programming, working with query, visual basic controls, menus, data access in visual basic, ado and recordset.
4. Introduction to Oracle, Creation of a small database, essential SQL Commands, Retrieval of data, Creation of views and reports, elementary exposure on Oracle menu and PL-SQL. Example should cover real life problems from Human Resource Management area.

**Recommended Books:**

1. Groh, M.R., Stockman, J.C., Powell, G., Prague, C.N., Irwin, M.R., & Reardon, J. (2007). *Access 2007 bible*. New Delhi: Wiley
2. Kevin L, & Geoge,K. (2001). *Oracle 8i: the complete reference*.New Delhi: Tata McGraw Hills
3. Lulusi, R. (2001). *Oracle forms developer's hand book*. New Delhi:Pearson
4. Noel, J. (2003). *The complete reference visual basic 6*. New Delhi: Tata McGraw Hill
5. Silberschatz, A. (2002). *Database system concepts* (4<sup>th</sup> Ed.) New York:McGraw Hill

**S2: 07                      Applications of Psychology in Human Life                      Credits                      3**

1. Applied psychology: Nature and scope
2. Guidance and counseling: Nature and techniques.
3. Psychology in education: Pedagogic techniques; creativity.
4. Mental health and well-being: Concept and indicators; techniques for improving mental health and well-being.
5. Psychopathological problems: Neurotic and psychotic disorders.
6. Application of psychology in social life: Prejudice and stereotypes; socially deviant behaviour: Crime and delinquency; drug addiction.

**Recommended Books:**

1. Anastasi, A. (1979). *Fields of applied psychology*. New Delhi: McGraw Hill.
2. Goldstein, A. P., & Krasner, B. (1987). *Modern applied psychology*. Elmford, New York: Pergmon Press.
3. McCormick, E.J., & Ilgen, D. (1980). *Industrial psychology*. Englewood Cliffs, N.J.: Prentice Hall.
4. Rastogi, G. D. (1992). *Vyavaharik manovigyan*. Agra: Har Prasad Bhargava.
5. Singh, A. P. (1995). *Vyavaharik monovigyan*. Varanasi: Abhishek publications.

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|--------------|-----------------------------|----------------|----------|
| <b>S3.01</b> | <b>Marketing Management</b> | <b>Credits</b> | <b>4</b> |
|--------------|-----------------------------|----------------|----------|

1. Understanding marketing management: Marketing process, role of marketing in organizations.
2. Analyzing marketing opportunities: Marketing environment, consumer markets and buyer behaviour, Analyzing competitors.
3. Selecting target markets: Forecasting marketing demands, identifying market segments.
4. Designing marketing and pricing strategies: Managing product life cycle, designing strategies for local and global market place, designing pricing strategies.
5. Implementing marketing programs: Selecting marketing channels, designing effective advertising programs, sales promotion and public relations, evaluating marketing performance, current issues in marketing.

**Recommended Books:**

1. Czinkota & Kotabe (2004). *Marketing management*. Atomic Dog publication
2. Hollensen (2003). *Marketing management : A relationship approach*. Prentice Hall
3. Kotler (2008). *Marketing management: Analysis planning, implementation and control*. New Delhi: Prentice Hall of India Pvt. Ltd.
4. Mullins & Walker (2003). *Marketing management : A strategic decision-making approach*. McGraw Hill Higher Education.
5. U.S. Ramaswamy (2006). *Marketing management*. New Delhi: MCMillan India Ltd.



**S3.02            Labour Welfare and Social Security            Credits        4**

1. Labour welfare: Concepts, scope and objectives, statutory welfare provisions, facilities for washing, sitting, first-aid, rest rooms, canteen and crèche.
2. Voluntary welfare measures: Welfare work by employers, welfare work by workers, organization, Role of Labour Unions.
3. Social security: Definition, objectives, social security schemes in different countries, social assistance, social insurance.
4. Employees' State Insurance Scheme: ESI Act 1948: Administration, benefits, restrictions, wages under the ESI Act, minimum wage.
5. Employees' State Provident Funds Scheme, 1952: Features, advances, refunds & claims, death relief fund, Family Pension Scheme, 1974; Maternity Benefits Act, 1961: salient features; Gratuity Act, 1972: features: Bonus Act; Workmen, Compensation Act.

**Recommended Books:**

1. Barua, N. (1995). *Social security and labour welfare in India*. New Delhi: Ashish publishing.
2. Gupta, M. (2007). *Labour Welfare and Social Security in unorganised Sector*. New Delhi: Deep & Deep.
3. Kailfman, B.E. & Hotchhiss, J.(2009). *Labour market Economics* (1<sup>st</sup> Ed.). New Delhi: Cengage.
4. Labour problems in India - V. V. Giri.
5. Sarma, A. M (2007). *Aspects of labour Welfare and Social Security*.New Delhi: Himalaya.

**Paper S3.03                      Strategic Management                      Credits                      4**

1. Nature and scope of strategic management, levels of strategies, process of strategic management, role of top management.
2. SWOT-Analysis: External and internal analysis.
3. Strategy formulation:
  - a Business level strategy: Competitive advantages, market focus, market life cycle, business strategy for turnaround.
  - b: Operational level strategy: The strategic role of operations, approaches, total quality management, core processes, re-engineering; shared and managerial guide lines to TQM and CPR, The best practices in primary core processes.
  - c. Corporate level strategy: Roles, forms, means, and benefits of diversification, role of managerial behaviour.
4. Implementation of strategies: Organization structure, design, forms, & change, tools and areas of strategy implementation; leadership, functional policies & allocation of resources
5. Evaluation and control of strategy; Issues, types and techniques; role of organizational systems.

**Recommended Books:**

1. Cherunilam, F. (2008). *Strategic Management*. New Delhi: Himalaya Publishing House.
2. David, F. R. (2011). *Strategic Management*. New York: Prentice Hall.
3. Dess, G., Eisner, A., & Lumpkin, G. T. (2010). *Strategic Management: Text and cases* (5<sup>th</sup> Ed.). New York: McGraw Hill.
4. Kazmi, A. (2008). *Strategic Management and Business Policy*. New Delhi: Tata McGraw-Hill
5. Prasad, L. M. (2009). *Strategic Management*. New Delhi: Sultan Chand and Sons

**Paper S3.04                      Human Resource Management-II                      Credits                      4**

1.     Introductory: Need, process and mechanism of HRD, planning, building and controlling HRD; HRD in Indian context.
2.     Designing and administration of select HRD Systems.
3.     Personnel training and development: Identifying training needs; evolving training strategy; designing training and development activities; training methods; management development; evaluation of training programmes; factors for successful training activities.
4.     Career planning and management.
5.     Motivational aspect of HRD: Developmental cycle; reinforcement for behaviour modification; job design to increase employees' motivation, creating of incentives.
6.     Organization climate and practice in India.
7.     **Lab in HRD:** Team building, communication skills, training for individual growth.

**Recommended Books:**

1.     Bernardin, H. & John, (2008). *Human resource management: An experimental approach.* (4<sup>th</sup> Ed.) New Delhi: Tata McGrawhill
2.     Brislae, D.R. & Schuler, R.S. (2006). *International human resource management.*(2<sup>nd</sup> Ed.) New York: Routledge.
3.     DeCenzo, D.A., & Robbins, S.P. (1999) *Human resource management*(6<sup>th</sup> Ed.). New York: John Wiley.
4.     Deb, Tapomaoy (2006). *Strategic approach to human resource management*(1<sup>st</sup> Ed.) New Delhi: Atlantic
5.     Hersey, P. Blanchard, K.H. & Johnson, D.E. (1996) *Management of organizational behavior: Utilizing human resource* (7<sup>th</sup> Ed.). New Delhi: Prentice Hall

**S3.05                      Relational Database Management System                      Credits                      4**

Enterprise level DBM. Use of ORACLE RDBMS in HRD management of enterprise. SQL Forms, SQL-Menu, SQL Report, Creation of Database. Using SQL Forms, Menu and Report. Queries and Reports. Practical problems involving ORACLE commands and PL - SQL. Reports of RDBMS application such as recruitment, selection, training etc. in HRD. Networking, Basics of HTML

**Recommended Books:**

1. Comer, D.E. (2009), *Computer networks and internet* (5<sup>th</sup> Ed.) . New Jersey: Pearson
2. Deshpande, P.S. (2007). *SQL & PL/SQL for Oracle 10g*. New Delhi: Dreamtech
3. Kedar, S. (2009) *Database management system*. Pune: Technical Publication
4. Shally, G.B. & Woods, D.M. (2009) *HTML: Introductory concepts and techniques*. USA: Cengage
5. Sumathi, S., & S. Esakkirajan (2007). *Fundamentals of Relational database management system*. Berlin: Springer.

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| <b>S3.06</b> | <b>Summer Training (8 weeks)</b> | <b>Credits</b> | <b>4</b> |
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| <b>S3.07</b> | <b>Viva-Voce</b> | <b>Credits</b> | <b>3</b> |
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### Minor Elective Paper

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| <b>S3:08</b> | <b>Stress and Coping</b> | <b>Credits</b> | <b>3</b> |
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1. Stress: Nature of stress, physiology of stress, stress affects on humans.
2. Effects of stressors: Physiological, somatic, psychological and behavioural.
3. The factors contributing to stress reactions: Environmental factors and living conditions.
4. Constructive stress management: Controlling stressors; proactivity; the importance of awareness (self-monitoring); interpretation and perception.
5. Stress management techniques: Somatic, behavioural and cognitive, coping strategies.

#### **Books Recommended**

1. Gluch, P. (2005). *Stress management* (2<sup>nd</sup> Edition). Costa Mesa, CA: Psynergy Publication.
2. Greenberg, J. S. (2006). *Comprehensive stress management* (10<sup>th</sup> Edition). New York: McGraw Hill.
3. Olpin, M, & Hesson, M. (2007). *Stress management for life: A research base experiential approach*. Belmont, CA: Thomson Learning.
4. Ross, R. R., & Altmair, E. M. (1994). *Interventions in occupational stress*. New Delhi: Sage Publications.
5. Srivastava, A. K. (1999). *Management of occupational stress: Theories and practice*. New Delhi: Gyan Publishing House.

**S4.01                      Organizational Development and Change                      Credits                      4**

1. Introduction to organizational development: Historical development; values, assumptions and benefits; management of change.
2. Management of organizational development: Foundations, process and action research.
3. Organizational development interventions: Team, third-party, comprehensive, structural interventions training experiences.
4. Management of change: Organizational structure, organizational culture, performance management, reward management, employee relations and involvement strategies, downsizing.
5. Evaluating change and future of organizational development.

**Books Recommended:**

1. French, W. L. & Bell, C. H. (2006). *Organisation Development*. New Delhi:Pearson
2. French, W. L., Bell, C. H., & Zawacki, R. A. (2005). *Organization development and transformation: Managing effective change* (6<sup>th</sup> Ed.). New York: McGraw Hill.
3. Nilakant, V., & Ramanarayan, S. (2006). *Change management*. New Delhi. Response Books.
4. Senior, B., & Fleming, J. (2009). *Organizational change* (3<sup>rd</sup> Ed. New Delhi: Pearson Education.
5. Thornhill, A., Lewis, P. Millmore, M., & Saunders, M. (2000). *Managing Change: A human resource strategy approach*. New Delhi: Pearson Education.

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| <b>S4.02</b> | <b>Compensation Management</b> | <b>Credits</b> | <b>4</b> |
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1. Wages and salary administration: Objectives, principles, job evaluation, wage structure, wage determination process and factors.
2. Wages: Minimum, fair, living; kinds of wage plans, time and piece rate, balanced or debt, wage differentials, minimum wage act for different states in brief.
3. Theories of wages: Subsistence, wage fund, surplus value, claimant, productivity, bargaining, Behavioural theories.
4. Rewards: Features, types of reward, determinants.
5. Wage incentives; Objectives, types, merits and demerits, profit sharing.
6. Fringe benefits: Objectives, features, coverage of benefits.

**Recommended Books:**

1. Bhattacharya, D.K. (2009) Compensation management. USA: Oxford
2. Decentzo, P. A. & Robbins. S. P. (2009) *Fundamentals of Human Resource Management* (10<sup>th</sup> Ed.) USA: John Wiley
3. Memoria, C. B. *Personnel Management*
4. Sharma, A. M. *Wages and Wages Policy*
5. Sinha, P. R. N. *Wages Determination*
6. Yoder, D. *Personnel Management & Industrial Relations*



**S4:03****Financial Management****Credits****4**

1. Concept and dimensions of financial management: Objectives and functions of financial management, forms of business organizations and financial considerations underlying the choice of form of business organization.
2. Capital structure: Concept, principles criteria of its determination; trading enquiry, Leverages: Operating and financial, indifference point.
3. Acquisition of funds: External and internal forms of corporate financing, shares and debentures, ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend pay-out decision.
4. Concept of financial institutions: Indian financial system, financial institutions, types, nature and functions.
5. Working capital management: Meaning, significance and factors influencing the level of working capital, working capital management, cash receivables and inventory management.
6. Concept of cost of capital and capital budgeting: Concept of significance of cost of capital and its computation; concept and significance of capital budgeting.

**Recommended Books**

1. James Van Horne (1995) *Essentials of finance management* Prentice Hall
2. P. Chandra (2008) *Financial management* (7<sup>th</sup> Ed.). New Delhi: TataMcGraw -Hill
3. Pandey, I.M. (1999) *Financial management* (8<sup>th</sup> Ed.). New Delhi: Sangam Books
4. Srivastava, R.M. (1987) *Essentials of business finance*. Bombay: Himalaya
5. Srivastava, R.M. (2005) *Financial management and policy*. Bombay: Himalaya

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| <b>S4.04</b> | <b>Stress Management</b> | <b>Credits</b> | <b>4</b> |
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1. Stress: Concept, different perspectives, theories, symptoms, occupational stress.
2. Sources of occupational stress: Personal attributes, behaviour, patterns, job and organizational factors.
3. Consequences of occupational stress: Job behavioural consequences, health consequences, stress-diseases.
4. Management of occupational stress: Individual centered interventions; job and organization centred interventions.
5. Coping with stress: Coping strategies functional dysfunctional.
6. Moderation of stress and consequent strains; therapeutic interventions for occupational strains.

**Recommended Books:**

1. Pestonjee, D. M. (1992). *Stress and coping*. Sage Publications: New Delhi.
2. Matteson, M. T., & Ivancevich, J.M. (1987). *Controlling work stress- Effective resources and management strategies*. San Francisco, C. A.: Jessy Boss.
3. Ross, R. R., & Altmair, E. M. (1994). *Intervention in occupation stress*. Sage Publications: New Delhi.
4. Sethi, A. S., & Schuler, R. S. (1984). *Handbook of organizational stress and coping strategies*. Cambridge, M.A. Baltinger Publishing Co.
5. Srivastava, A. K. (1999). *Management of occupational stress: Theories and practice*. Gyan Publishing House: New Delhi.
6. T. Hindel (1998). *Reducing stress*. London: Dorling Kindersley.

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| <b>S4.05</b> | <b>Case Based Seminar</b> | <b>Credits</b> | <b>4</b> |
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| <b>S4.06</b> | <b>Dissertation</b> | <b>Credits</b> | <b>4</b> |
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| <b>S4.07</b> | <b>Comprehensive Viva-voce</b> | <b>Credits</b> | <b>3</b> |
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