

**MBA HRD
Ist SEMESTER**

- 101 : Management functions & behavior.
- 102 : Business communication.
- 103 : Organization behavior.
- 104 : Human resource development.
- 105 : Business environment.
- 106 : Operation research.

**MBA HRD
IInd SEMESTER**

- 201 : Functional management.
- 202 : Wages & 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 & corporate law.
- 303 : Total quality management.
- 304 : Public relation.
- 305 : Union management relation.
- 306 : Optional papers
 - (a) Strategic management.
 - (b) Advertising management.
 - (c) Entrepreneur Development.

**MBA HRD
IVth SEMESTER**

- 401 : ISO 9000.
- 402 : Manpower policy & planning for public system.
- 403 : Labour law.
- 404 : Managing change in organization.
- 405 : Industrial psychology.
- 406 : Optional papers
 - (a) Counseling skills for management.
 - (b) Fundamental of retail management.
 - (c) Marketing services.

MBA – HRD 101
MANAGEMENT FUNCTIONS AND BEHAVIOUR

- 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

- 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

- 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

- 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

MBA – HRD 105
BUSINESS ENVIRONMENT

- 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 and Joint Sector and Co-operative Sector Regularly, Promotional, Entrepreneurial and Economic Role of Government.
- UNIT – II** **Socio-Cultural and Political Environment** – Social Interest and Value – its implication for Industrialization and Economic growth, Social Responsibility, Consumerism, Consumer Protection Act, Ethics and Culture of Business, Current Political Scene and its Impact on Business.
- UNIT – III** **Industrial Environment** – Industrial Policy (Recent), IDRA Act 1951, The Planning Machinery, Industrial Development during five years plans – Achievements and Impediments, Industrial Sickness, MRTP Act 1969 (as amended upto date).
- UNIT – IV** **Economic Environment** – SEBI – its Role, FIPB- its Role, Fiscal and Monetary Policies, Policy of Liberalization and Globalization , Foreign Capital and Technology, Export and Import Policy, FEMA.
- UNIT – V** **Technological and Ecological Environment** – Choice of appropriate technology, Technology transfer-status of technology in India, Role of MNCs in India an Economy, Problem of pollution and its control, Role of business and management in controlling pollution.

Suggested Reading :

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| 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 |

MBA HRD – 106
OPERATION RESEARCH

- 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 :

MBA HRD 201
FUNCTIONAL MANAGEMENT

- 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

MBA HRD 202
WAGES & SALARY ADMINISTRATION

- UNIT I :** Introduction: 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: Need For Rational Wage Policy, Components Of Industrial Pay Structure, Concept Relating To Minimum Wage And Living Wage, Methods Of Wage Fixation.
- UNIT III :** Salary Administration: Principles, Aim, Components Of Salary Administration, Salary Structure: Salary Progression, Employee Stock Option Plan, Salary Administration Procedure
- UNIT IV :** System Of Reward And Incentives: Fringe Benefits Concept, Philosophy, Principles, Classification, Necessity And Importance Of Fringe Benefits And 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 Techniques: Pricing Of Managerial Job

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

- 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, 2nd ed. Sage pub., 1993

S.P. Gupta, statistical Methods, 30th ed., Sultan chand, New Delhi, 2001

MBA HRD 204
INDUSTRIAL WELFARE

- UNIT I –** Introduction : Origin & Growth Of Social Security, Scope, Difference Between Social Insurance Commercial Insurance And Social Assistance Benefits & Limitations Of Social Security.
- 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 & Scope Significance Of Labour Welfare, Industrial Labour In India (Organized & Unorganized Sector)
- UNIT IV –** Labour Welfare In India : Basic Knowledge Of Labour Welfare Measure Applied In Indian Industry Cotton & Textile, Railway Jute Mills Super Industry, 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

- 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

MBA HRD – 206

QUANTITATIVE TECHNIQUES FOR MANAGERS

- 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 APPLICATIONS IN HRD

- Unit - I** Generations of Computer, Microprocessors, Data representation, Number Systems (Decimal, Binary, Octal, Hexadecimal), Binary Coded Decimal, Alphanumeric Representation, 1st and 2nd 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 3rd Edition Of B. RAM – New Age International Pvt. Ltd. Publishers
2. Internet – An Introduction By Manish Dixit And Tata Mc Grawhill

MBA HRD 302
BUISNESS AND CORPORATE LAW

- UNIT - I** Indian Contract Act 1872, Contract of Identity and Guarantee, Contract of Agency.
- UNIT – II** Law of Arbitration, Patent and copy right Act and Negotiable Instrument Act.
- UNIT – III** Partnership Act 1932, Law relating to sale of goods.
- UNIT – IV** Companies Act 1956, Companies Law relating to formation and financing of Joint Stock companies, Management of Share Capital.
- UNIT – V** Management of joint stock companies in India appointment role, Functions, Duties and Liabilities of Company Directors and Managing Director.

Suggested Reading :

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| 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. |

MBA HRD 303
TOTAL QUALITY MANAGEMENT

- UNIT I** **Quality:** Concept, Establishing, A Customer Focus, Quality Culture, Quality Gurus and Their Contribution – Deming, Juran, Ishikawa, Philip B. Crosby
- UNIT II** **TQM:** Concept, Implementing TQM, 5S, Kaizen, JIT, TQM in Service Sector
- UNIT III** **Quality circle:** Concept, Genesis and Development, Structure of Quality Circles, Problem Solving Steps and Techniques, Impact of Quality Circles, Pitfalls and Problems
- UNIT IV** **ISO 9000:** Concept, Significance and Clauses, Implementation, Documentation, Quality Audit, Assessment and Certification
- UNIT V** **ISO 14000:** An Overview ISO 9000: 2000: An Overview, Business Process Reengineering

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

MBA HRD 304
PUBLIC RELATIONS

- 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 Organisations, 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 -** Communication, Motivation, Leadership & Interpersonal Relations.
- 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

MBA HRD 305
UNION MANAGEMENT RELATIONSHIP

- UNIT I:** Trade Union: Development, Structure Recognition, Objectives, Functions, Registration of Trade Union Organization and Management. Concept Objective Function 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, Function and Process Of Collective Bargaining, Collective Bargaining Practice in India.
- UNIT IV:** Workers Participation In Management: Industrial Democracy – Purpose, Importance, Prerequisites Of Industrial Democracy, Level And Forms Of Participation, Employee Counseling: Definition, Need, Method And Process
- UNIT V:** Negotiation Skills and Process, Role of Labour Administration, Conciliation And Arbitration, Emerging Trends In Union Management Relation

Suggestive Readings

Mammoria & Mammoria

C.B. Gupta

MBA – 306 (a)
STRATEGIC MANAGEMENT
Optional Paper

- 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, Organisational 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 behavioural implementation.
- UNIT – IV** **Strategy Evaluation** – Nature and process of Strategic evaluation and control, Types and Techniques of Strategic and operational control Organisational Systems and Evaluation.
- UNIT – V** **Case Studies on Strategic Management –**

Suggested Readings :

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| 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 – FA 306 (b)
ADVERTISING MANAGEMENT
Optional Paper

- 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

- 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

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

MBA HRD 401
ISO 9000

- Quality management practices in Indian organization
- Quality customs and ISO 9000
- ISO – 9000 : A Management overview
- Quality policy
- Quality assurance
- Problem solving with 7 tools
- Documenting the quality system
- Quality audit
- Implementing ISO 9000
- ISO 8402 : Quality management and quality assurance

MBA HRD 402
MANPOWER POLICY AND PLANNING

- 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

MBA HRD 403
LABOUR LAW

- UNIT I** Introduction to Labour Legislation: Philosophy of Labour Laws, Labour Laws: Origin, Concept, Objective & Classification, International Labour Organization – International Labour Standard and Indian Labour Laws, Labour Policy Emergency Issue and Future Trace
- 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

- 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

- 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)
COUNSELLING SKILLS FOR MANAGERS
Optional Paper

- 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** Counselling 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)

- 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

- 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