

# Dr. Bhimrao Ambedkar University, Agra

(Formerly: Agra University)

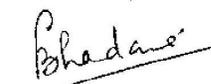
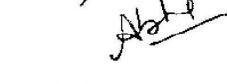
Pt. Deen Dayal Upadhyay Institute of Rural Development  
Paliwal Park Campus, Agra (U.P.)

Dated : 28-04-2022

## Minutes of Academic Committee

Held on 28.04.2022 at HOD Chamber

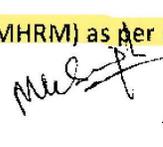
Experts/Member at present in the meeting as follows:-

1. Dr. Manoj Kumar Singh DDUIRD, Agra	Convenor	
2. Prof. Dinesh Kumar CCS University, Meerut	External Expert	
3. Prof. Seema Bhadauria Principal, BVRI, Bichpuri	External Expert	
4. Dr. Basant Bahadur Singh Deptt. of Education, RBS College, Agra	External Expert	
5. Dr. Arun Raghav RBS College, Agra	External Expert	
6. Dr. D.S. Yadav FMCA, RBS College, Agra	External Expert	
7. Dr. Abha Singh DDUIRD, Agra	Internal Expert	
8. Dr. Aayush Mangal DDUIRD, Agra	Internal Expert	

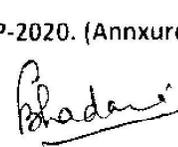
In the meeting following decisions were passed and approved as follows:-

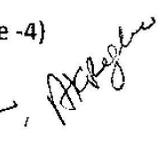
1. The Academic Committee revised the ordinance and syllabus of M.A. (Rural Development & Management) as per norms of NEP-2020. (Annxure -1)
2. The Academic Committee revised the ordinance and syllabus of M.A. (Disaster Management) as per norms of NEP-2020. (Annxure -2)
3. The Academic Committee revised the ordinance and syllabus of M.A. (Public Administration) as per norms of NEP-2020. (Annxure -3)
4. The Academic Committee revised the ordinance and syllabus of Master of Human Resource Management (MHRM) as per norms of NEP-2020. (Annxure -4)

  
Registrar  
Dr. B.R.A. University

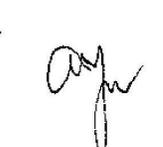














5. The Academic Committee revised the ordinance and syllabus of P.G. Diploma in Disaster Management as per norms of NEP-2020. (Annxure -5)
6. The Academic Committee revised the ordinance and syllabus of P.G. Diploma in Corporate Social Responsibility as per norms of NEP-2020. (Annxure -6)
7. The Academic Committee also recommended to start the new PG course M.A. (Education) and the Committee considered and approved with changes the ordinance and syllabus of M.A. (Education) as per norms of NEP-2020. (Annxure -7)
8. The Academic Committee considered the importance of initiating graduation courses as per NEP-2020 and CBCS, in three subjects as follows :
  - (a) B.A. in Public Administration
  - (b) B.A. in Education
  - (c) B.A. in Geography

The courses are prescribed by the UP State Govt. for B.A. in Education & Geography and UGC prescribed syllabus under LOCF for Public Administration, with minor permissible modifications.

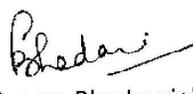
The Academic Committee approved both courses, ordinance and curriculum.
9. The Academic Committee also approved the fee structure as follows:-
 

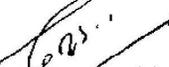
a. M.A. (Rural Development & Management)	-	Rs. 7,500 per semester (45 Seats)
b. M.A. (Disaster Management)	-	Rs. 7,500 per semester (45 Seats)
c. M.A. (Public Administration)	-	Rs. 7,500 per semester (45 Seats)
d. Master of Human Resource Management	-	Rs. 17,500 per semester (60 Seats)
e. Post Graduate Diploma in Disaster Management	-	Rs. 7,500 per semester (30 Seats)
f. Post Graduate Diploma in Corporate Social Responsibility	-	Rs. 7,500 per semester (30 Seats)
g. M.A. (Education)	-	Rs. 7,500 per semester (45 Seats)
h. B.A. (Public Administration, Education, Geography)	-	Rs. 7,500 per semester (60 Seats)
10. The Academic Committee also gives authority to the Head of the Institute to make suitable changes as and when required in the ordinances and syllabus of the courses.

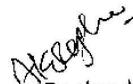
The Academic Committee meeting concluded with a vote of thanks to the chair.

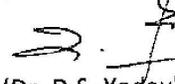
  
(Dr. Manoj Kumar Singh)

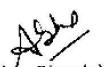
  
(Prof. Dinesh Kumar)

  
(Prof. Seema Bhadauria)

  
(Dr. Basant Bahadur Singh)

  
(Dr. Arun Raghav)

  
(Dr. D.S. Yadav)

  
(Dr. Abha Singh)

  
(Dr. Aayush Managal)

**Pt. Deen Dayal Upadhyay Institute of Rural Development**  
**Dr. Bhimrao Ambedkar University, Agra**



**ORDINANCE**  
**AND**  
**COURSE STRUCTURE**  
**(w.e.f. Session 2022-23)**

**Master of Human Resource Management (MHRM)**

**(Course Curriculum Under CBCS and NEP-2020)**

**Pt. Deen Dayal Upadhyay Institute of Rural Development**

# Dr. Bhimrao Ambedkar University, Agra

## Master of Human Resource Management (MHRM)

### ORDINANCE AND COURSE STRUCTURE

- (1) **Title of the Course :** **Master of Human Resource Management (MHRM).**
- (2) **Objective :** The objective of the Course is to impart theoretical and practical knowledge, skill and commitment in students in various areas of Human Resource Development and Management, Industrial Relations and Human Resource Development, to enable them to discharge their functions professionally covering new challenges in the aforesaid areas. The syllabus will also focus on equipping the professional on changing management scenario in industrial establishment.
- (3) **Mode :** Self Finance Scheme (SFS)
- (4) **Duration :** Duration of the course shall be of 4 Semesters (i.e., 2 years). It is a regular course and covers intensive class-room teaching, field work and applied research.
- (5) **Seats :** The total No. of 60 students will be admitted in the course in each academic session.
- (6) **Eligibility :** Any Graduate with three years degree course in any discipline shall be eligible for admission in this course.
- (7) **Multiple Entry/Exit :** The students taking admission in two year PG course MHRM will be taught as per NEP 2020 provisions from the session 2022-23. This means, they will have multiple entry and exit options. The new NEP allows a student to leave a two-year PG course MHRM after studying for a year, for which she/he will get a **PG Diploma in Human Resource Management (PGDHRM)**, while those who will complete the full course will get a PG degree—**Master of Human Resource Management (MHRM)**.

**(8) Admission Procedure :** There will be an entrance test organized by the University and a merit list will be prepared on the basis of marks obtained in the entrance examination. Admission shall be taken directly by merit if number of applications submitted for entrance test found less than the seats. The rule of reservation will be followed as per university rules.

**(9) Tuition Fee :** Rs. 17,500 per semester, i.e., Rs. 35,000 per year.

**(10) Faculty :** The faculty includes the core faculty, senior or retired teachers of the department of Social Work, Sociology, Psychology, Economics, Political Science, Business Administration, Statistics & Law of Dr. Bhimrao Ambedkar University, Agra and other Universities and Senior Personnel & H.R. functionaries of various industrial/business organizations. Renowned expert in the field of Management and industrial relations will also be invited to deliver special lectures.

**(11) Attendance :** Seventy five percent attendance in the class and hundred percent attendance in the field work is compulsory for all the students.

**(12) Examination and Viva-Voce :**

The semester examination will be conducted by the university during the period in which the examinations of other courses will be arranged. The viva-voce will be conducted at the end of the 4th semester by a board of examiners including external and internal examiners as per university rules.

All the rules and regulations regarding examination, merit and divisions shall be administered as per university directions. It is mandatory for each and every student to finish block field work as prescribed by the Institute. Student shall be declared failed if he/she does not complete the prescribed block field work.

**(13) Teaching Methodology :**

This is a regular course and the teaching shall be done through class lectures, seminars, group-discussions & demonstration. There shall be two mid learn class or home assignments for each paper for 40 marks. Each assignment shall be of 20 Marks. The marks obtained by students in each assignment shall be included in their marks of semester examination. The comment and remarks on the assignment shall be communicated to students. There is no provision for the revaluation of the assignments.

The second year's students are to be placed for internship for 8 weeks (45 working days) after the third semester examination in the personnel department of a reputed concern, in order to become more analytical and system oriented in the area of personnel management and have deeper practical understanding of the problems and functioning of personnel men.

**(14) Course Details :**

Each theory papers, carrying 100 marks, out of which 40 marks shall be allotted to two assignments and the students have to undergo Concurrent field-work training and Case Studies which shall be evaluated out of 50 marks. In the fourth semester the students shall be required to submit a research project based on the field research study. The topic of the research project shall be based on specialized knowledge on their study. The project shall carry 150 marks.

## **Master of Human Resource Management (MHRM)**

**(Course Curriculum Under CBCS and NEP-2020)**

**Semester I**

**Core Courses (Compulsory)**

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
1.	HR-101	General Management Concepts	5	3 : 2 : 0	75	25	100
2.	HR-102	Labour Problem and Social Work	5	3 : 2 : 0	75	25	100
3.	HR-103	Quantitative Techniques	5	3 : 2 : 0	75	25	100
4.	HR-104	Foundations of Human Behaviour	5	3 : 2 : 0	75	25	100

**Minor from Other Faculty (Any One)**

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
5.	CSR-101	Fundamentals of CSR	4	3 : 1 : 0	75	25	100
6.	RD-101	Rural Development—Concept and Strategies	4	3 : 1 : 0	75	25	100
7.	PA-102	Introduction to Public Policy and Governance	4	3 : 1 : 0	75	25	100
8.	ED-102	Psychology of Learning	4	3 : 1 : 0	75	25	100
8.	DM-101	Introduction to Disaster Management	4	3 : 1 : 0	75	25	100

**Practical**

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
9.	HR-105	Industrial Visit Reports Preparation/Presentation	2	0 : 0 : 2	—	50	50

**Semester II**

### Core Courses (Compulsory)

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
1.	HR-201	Labour Legislations in India	5	3 : 2 : 0	75	25	100
2.	HR-202	Personnel Management and Industrial Relation	5	3 : 2 : 0	75	25	100

### Elective (Any Two)

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
3.	HR-203	Research Methodology	5	3 : 2 : 0	75	25	100
4.	HR-204	Emerging Trends in HR and MIS	5	3 : 2 : 0	75	25	100
5.	HR-205	Industrial Sociology and Labour Economics	5	3 : 2 : 0	75	25	100
6.	HR-206	Managerial Economics	5	3 : 2 : 0	75	25	100

### Practical

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
7.	HR-207	Labour Case Law and Case Studies	2	0 : 0 : 2	—	50	50
8.	HR-208	Comprehensive Viva-Voce	4	0 : 0 : 4	100	—	100

## Semester III

### **Core Courses (Compulsory)**

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
1.	HR-301	Human Resource Development	5	3 : 2 : 0	75	25	100
2.	HR-302	Organisational Structure and Design	5	3 : 2 : 0	75	25	100

### **Elective (Any Two)**

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
3.	HR-303	Managerial Communication	5	3 : 2 : 0	75	25	100
4.	HR-304	Compensation Management and Contemporary Issues in HRM	5	3 : 2 : 0	75	25	100
5.	HR-305	Financial Management	5	3 : 2 : 0	75	25	100
6.	HR-306	Marketing Management	5	3 : 2 : 0	75	25	100

### **Practical**

<i>S.No.</i>	<i>Course No.</i>	<i>Course Title</i>	<i>Credits</i>	<i>L : T : P</i>	<i>External</i>	<i>Internal</i>	<i>Total</i>
7.	HR-307	Industrial Visit Reports Preparation/Presentation	2	0 : 0 : 2	—	50	50

## **Semester IV**

### **Elective (Any Four)**

<b>S.No.</b>	<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>	<b>L : T : P</b>	<b>External</b>	<b>Internal</b>	<b>Total</b>
1.	HR-401	Social Security and Labour Welfare	5	3 : 2 : 0	75	25	100
2.	HR-402	Trade Unions and Collective Bargaining	5	3 : 2 : 0	75	25	100
3.	HR-403	Indian Economic Environment and Planning	5	3 : 2 : 0	75	25	100
4.	HR-404	Project Planning and Control	5	3 : 2 : 0	75	25	100
5.	HR-405	Project Appraisal	5	3 : 2 : 0	75	25	100
6.	HR-406	Strategic Management	5	3 : 2 : 0	75	25	100
7.	HR-407	Functional Management	5	3 : 2 : 0	75	25	100
8.	HR-408	Performance Management and Management of Change	5	3 : 2 : 0	75	25	100
9.	HR-409	International HRM	5	3 : 2 : 0	75	25	100
10.	HR-410	Environment and Wellness	5	3 : 2 : 0	75	25	100

### **Practical**

<b>S.No.</b>	<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>	<b>L : T : P</b>	<b>External</b>	<b>Internal</b>	<b>Total</b>
11.	HR-411	Internship Report Preparation/Presentation	2	0 : 0 : 2	—	50	50
12.	HR-412	Comprehensive Viva-Voce	4	0 : 0 : 4	100	—	100

## **Master of Human Resource Development (MHRM)**

### **(Course Curriculum Under CBCS and NEP-2020)**

### Credit Summary

<i>S.No.</i>	<i>Semester</i>	<i>Core Course</i>	<i>Minor Course</i>	<i>Elective</i>	<i>Practical</i>	<i>Total Credits</i>	<i>Total Marks</i>
1.	Sem. I	20	4	—	2	26	550
2.	Sem. II	10	—	10	6	26	550
3.	Sem. III	10	—	10	2	22	450
4.	Sem. IV	—	—	20	6	26	550
	Total					100	2100

Note : Students will have to earn 100 credits to pass MHRM course.

## **HR—101** **General Management Concept**

**Unit 1.**

Introduction : Concept of Management, Scope and Nature of Management, Approaches to Management, Human Relation, Behavioural and System approach.

**Unit 2.**

Planning : Concept of Planning, Objectives and Components of Planning, Nature and Process of Planning, Determination of Objectives. Management by Objectives, Management by Exception, Concepts, Nature and Process of Decision-Making. Theories of decision-making.

**Unit 3.**

Organization : Concept, Objectives and Element of Organization, Process and Principles of Organization. Organization Structure and Charts, Span of Management, Delegation of Authority, Centralization and Decentralization.

**Unit 4.**

Direction : Concept, Nature, Scope, Principles and Techniques of Direction. Communication : Concept, Process. Channel and Media of Communication. Barriers to Effective Communication, Building Effective Communication System.

**Unit 5.**

Control : Concept, Objectives, Nature and Process of Control. Levels and Areas of Control. Various Control Techniques. Z-Theory of Management. Management Education in India : Objectives, Present Position and Difficulties.

**HR—102****Labour Problems and Social Work****Unit 1.**

Labour Problem : Meaning, Characteristics, Nature. Housing, Working, Family, Economic, Absentees, Drug Addiction. Indiscipline and Adjustment Problems and its Impact on Quality Production

**Unit 2.**

Psychological Problem : Meaning, Characteristics, Objective. Deviant Behavior, Loss of Morale, Insecurity, Negative Feeling, Negative Attitude, Emotional Imbalance and Job in Satisfaction.

**Unit 3.**

Emergence of Industrial Working Class and Its Characteristics. Condition of Work and Problem of Social Security. Problems of Unorganized Labour, Bonded Labour and Child Labour.

**Unit 4.**

Social Work Intervention : Maladjustment, Drug Addict, Alcoholic Terminated and Having Family Problems. With Retrenched, Absentees

**Unit 5.**

Counselling : Meaning, Steps and Approaches. Training and Ending of a Good Counsellor. Counseling and its Practice in Industrial Sectors.

## **HR—103**

### **Quantitative Technique**

**Unit 1.**

Definition, Scope, Limitations, Distrust, Importance and Functions of Statistics. Features of Central Tendency : Mean, Median, Mode, Quartiles, Deciles and Percentiles.

### **Unit 2.**

Dispersion : Range, Quartile Deviation, Mean Deviation and Standard Deviation. Coefficient of Variation.

Correlation : Meaning, Uses and Types; Karl Pearson's Correlation Coefficient and Spearman's Correlation Coefficient.

### **Unit 3.**

Regression Analysis : Meaning, Lines of Regression, Regression Curves, Properties of Regression Coefficient, Difference Between Correlation and Regression.

Statistical Quality Control : Meaning, Basis, Objectives, Advantage, Techniques (Bar-Chart, R-Chart, c-Chart and cp-Chart). Control Chart : Meaning and Major parts.

### **Unit 4.**

Index Number—Meaning, Characteristics, Importance and Uses. Construction of Index Numbers—Cost of Living Index, Fisher's Ideal Index Number. Diagrammatic and Graphic Presentation of Data.

Analysis of Time Series—Meaning, Importance, Components, Decomposition of Time Series, Measurement of Long Term Trends, Measurement of Cyclical and Irregular Fluctuations.

### **Unit 5.**

Linear Programming : Definition, Objectives, Advantages and Limitations. Formulation of Linear Programming. Methods for Solving Linear Programming Problems (up to two variables).

Transportation Problems : Meaning, Mathematical Formulation and Solution.

## **HR—104**

### **Foundation of Human Behaviour**

#### **Unit 1.**

Growth and Development : Definition, Pre-Netal/Post-Netal Development, Characteristics of Development, Nature of Development, Impact of Environment on Development. Heredity-Characteristics, Nature of Heredity, Step of Development and its Impact.

#### **Unit 2.**

Personality : Meaning, Characteristics, Types, Principles, Different Aspects of Personality, Role of Personality, Determinants of Personality, Importance and Impact of Personality.

**Unit 3.**

Behaviour : Meaning, Characteristics and Principles, Interaction, Feeling, Attitude, Interest, Emotion, Moral, Values, Ethics, Stimulus and Response, Etiquettes and Manner. Content of Behaviour.

**Unit 4.**

Motivation : Meaning, Characteristics, Importance, Objective, Nature and Theories. Steemed Motivation, Innate Motivation. Psyche, Mind, Level of Mind. Psychotherapy and Psycho-Analysis.

**Unit 5.**

Organizational Conflicts : Causes and suggestions. Developing sound Organizational Climate, Management of Change, Concept and Process of Organizational Development.

## **HR—201**

### **Labour Legislations in India**

**Unit 1.**

Introduction to Labour Legislation, Evolution of Labour Laws, Classification, Development of Labour Legislation and its Principles. Human Rights in the Indian Constitution.

**Unit 2.**

Important provisions of the following Labour Legislations :

- Factories Act, 1948.
- Payment of Wages Act, 1936.
- Minimum Wages Act, 1948.

### **Unit 3.**

Important provisions of the following Labour Legislations :

- Payment of Bonus Act, 1965.
- Industrial Disputes Act, 1947.
- Maternity Benefit (Amendment) Act, 2017.

### **Unit 4.**

Important provisions of the following Labour Legislations :

- Workmen's Compensation Act, 1923.
- Bonded Labour System (Abolition) Act 1976.
- Industrial Employment Act (Standing Order) Act, 1946.

### **Unit 5.**

Important provisions of the following Labour Legislations :

- Employees Provident Fund and Miscellaneous Provisions Act, 1952.
- Contract Labour (Regulation and Abolition) Act, 1970.
- Inter State Migrant Workers (Regulation of Employment and Contract of Services) Act 1979.
- Trade Union Act, 1926

## **HR—202**

### **Personnel Management and Industrial Relations**

#### **Unit 1.**

Personnel Management : Definition, Nature and Objectives. Functions of Personnel Management. The Modern Philosophy of Personnel Management. Human Resources Management : Meaning, Functions and Importance.

#### **Unit 2.**

Manpower Planning : Determination of Manpower Needs, Job Analysis, Recruitment, Selection, Placement and Induction.

#### **Unit 3.**

Development and Training : Need for Training and Development. Methods of Training  
Executive Development : Need, Principles and Techniques.

**Unit 4.**

Performance Appraisal : Concept, Need, Principles and Methods of Performance Appraisal.  
Promotion Policy.

Personnel Audit, Personnel Research and Personnel Records. Contribution of Indian  
Institute of Personnel Management.

**Unit 5.**

Industrial Relation : Concept, Scope and Objectives. Trade Union their Function and  
Role. Industrial Unrest Causes and Remedies.

Industrial Dispute : Prevention and Settlement of Industrial Dispute, Collective Bargaining.

## **HR—203**

### **Research Methodology**

**Unit 1.**

Scientific Research or Scientific Method Characteristics, Aims, Steps in Scientific Research,  
Types of Scientific Research, Methods of Scientific Research, Hypothesis Problems of  
Objectivity.

**Unit 2.**

Designing of Research : Problem Formation and Developing Research Questions, Research  
Design, Its Meaning, Functions and Phases Sampling.

**Unit 3.**

Techniques of Data Collection, Questionnaire, Interior Schedule, Interview, Observation,  
Case Study, Context Analysis.

**Unit 4.**

Data Processing, Tabulation, Diagrammatic Representation and Analysis, Measurement and Scaling Techniques.

**Unit 5.**

Theory Building, Fact and Theory. Relationship between Theory and Research. Statistical Techniques.

**HR—204****Emerging Trends in HR and Management Information System****Unit 1.**

Total Quality Management; 360 Degree Feed Back; HR Audit Systems.

**Unit 2.**

Human Capital Development; Six Sigma and Kaizan Principles.

**Unit 3.**

Meaning, Nature, Purpose Process & Utility of MIS, Need to Provide Different Types of Information to Different Levels of Management.

**Unit 4.**

Fundamental Principles of MIS and Sub-Systems Structure, Tools for Making MIS, Analysis and Design. Characteristics of an Ideal MIS. Implementation of MIS. Application of MIS.

**Unit 5.**

Planning and Control Information for Management in the Following Areas : Marketing, Production, Personnel, Purchasing, Finance and Accounting, Inventory Control, Sales and Credit Control, Material Requirements.

**HR—205**

**Industrial Sociology and Labour Economics**

**Unit 1.**

Industry : Meaning and Characteristics. Social Responsibilities of Industries, Industrialization and Industrial Revolution. Meaning and its Impact on Family and Society.

**Unit 2.**

Labour Movement in India. Types of Trade Union and Trade Unions Working in India. Collective Bargaining and Its History in India.

**Unit 3.**

Automation : Meaning, Nature and Implication of Automation. Labour Economics : Meaning and Characteristics. Labour Productivity : Meaning and Function. Mobility of Labour : Meaning, Feature and Impact on Quality Production.

**Unit 4.**

Labour Market : Meaning, Nature and Characteristics of Labour Market. Demand of Labour in Total Economy, Supply of Labour. Globalization and its Impact on Labour Force and Productivity.

**Unit 5.**

Industrialisation and its Effect. Industrial Efficiency. Wage Policies and Fringe Benefits. Labour Administration. I.L.O. and Indian Labour.

**HR—206**  
**Managerial Economics**

**Unit 1.**

Meaning of Managerial Economics : Nature and Scope of Managerial Economics, Managerial Economist : Role and Responsibilities, Fundamental Economic Concepts. Profit Maximization Theory.

**Unit 2.**

Demand and Supply Analysis : Theory of Demand, Types of Demand, Laws of Demand, Laws of Supply.

Introduction Explanation Theory of Consumer Choice, Indifference Approach, Revealed Preference Theory.

**Unit 3.**

Types of Production Function, Factors of Production, Law of Variable Proportions, Law of Returns to Scale.

**Unit 4.**

Business Cycles : Nature and Phases, Theories of Business Cycles. Cost Analysis.

**Unit 5.**

Profit Management : Measurement of Profit, Concept of Risk and Uncertainty.

**HR—301****Human Resource Development****Unit 1.**

Human Resource Development Macro-perspective : Concept , Origin and Need for HRD; Approaches to HRD : Human Development and Human Resource Development, Dimensions and Targets of Development.

**Unit 2.**

HRD – Micro Perspective : Systems Approach to HRD; Activity Areas of HRD; HRD Interventions : Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training and Career Planning, Quality of Work Life and Human Resource Information; Managing Organizing HRD Function, HRD Climate; HRD Audit; Strategic HRD.

**Unit 3.**

HRD Trends : Behavioral Science; Organizational Development ; Transactional analysis; Assessment Center; Behavior Modeling and Self Directed Learning; Concept of Learning Organization; Future of HRD.

**Unit 4.**

Human Resource Training: Concept and Importance; Assessing Training Needs; Process of Training : Designing and Evaluating Training and Development Programmes.

**Unit 5.**

Types and Methods of Training: Training with in Industry (TWI); On the Job and of the Job; Training Methods: Lecture, Incident Process, Role Play, Structured and Unstructured Discussions.

**HR—302****Organisational Structure and Design****Unit 1.**

Division of Work, Departmentalization Hierarchy, Co-ordination. Differentiation and Integration.

**Unit 2.**

Organisation Design Approaches : The Classical Approaches, Task-Technology Approaches, The Environmental Approaches, Type of Organizational Structures (Functional, Product Organization, Matrix Organization).

**Unit 3.**

Power, Cultural Aspects of Power. Authority, Delegation, Decentralization and Centralization Ethics.

**Unit 4.**

Job Analysis, Job Design. Job Enrichment. Job Enlargement.

**Unit 5.**

Practical Problem Solving, Application Based on the Understanding Developed on the Basis of Above Topics.

## **HR—303**

### **Managerial Communication**

#### **Unit 1.**

Introducing Business Communication : Definitions, Concept and Signification of Communication; Basic Forms of Communicating; Communication Models and Processes; Principles of Effective Communication; Theories of Communication.

#### **Unit 2.**

Corporate Communication : Formal and Informal Communication Networks; Grapevine; Miscommunication (Barriers); Improving Communication.

Practices in Business Communication; Group Discussions; Mock Interviews; Seminars; Effective Listening Exercises; Individual and Group Presentations and Reports Writing.

#### **Unit 3.**

Writing Skills : Planning Business Messages; Rewriting and Editing; The First Draft; Reconstructing the Final Draft; Business Letters and Memo Formats; Appearance Request Letters; Good News and Bad News Letters; Persuasive Letters; Sales Letters; Collecting Letters; Office Memorandum.

#### **Unit 4.**

Report Writing : Introduction to a Proposal; Short Report and Formal Report; Report Preparation.

Oral Presentation : Principles of Oral Presentation, Factors Affecting Presentation; Sales Presentation; Training Presentation; Conducting Surveys.

#### **Unit 5.**

Non-Verbal Aspects of Communicating. Body Language :Kinesics; Proxemics, Para Language. Effective Listening : Principles of Effective Listening. Factors Affecting Listening Exercises.

Oral, Written, and Video Sessions. Interviewing Skills : Appearing in interviews; Conducting Interviews; Writing Resume and Letter of Application.

## **HR—304**

### **Compensation Management and Contemporary Issues in HRM**

#### **Unit 1.**

Introduction, Objectives of Compensation Management. Concept and Nature of Compensation. Compensation Plans, Policy and Programs. Background Theories and Equity Concept. Competitive Imperatives Influencing Compensation. Diagnosis and Benchmarking. Compensation Payment Systems. Compensation Designing. Job Analysis, Job Description and Job Evaluation. Designing Compensation. Designing Components of Compensation Structure. Benefits and Services. Compensation Designs for the Executive Class of HR.

#### **Unit 2.**

Compensation Practices in Private and Public Sector Organisations. Compensation Process of MNCs. Compensation Management. Managing Motivation and Incentives. Implementing and Improving Compensation. Wage and Salary Fixation Machinery. Legislation to Control Compensation. Tools of Compensation Management.

#### **Unit 3.**

An Introduction to Globalization : Meaning, Globalisation and its Implications for HRD. Globalization and Work Force Diversity in Different Organisations (Including MNCs).

#### **Unit 4.**

Work Organisations in 21st Century : Changing World, Changing Attitude, Feelings about Jobs, Organisations and People. Career Development and Stress : Management of Stress, Conflict and Cooperation in Organisations.

## **Unit 5.**

Culture and Technology. Creativity in Organisations and Organisational Effectiveness. Ethics in Organizations : Basic Need and Importance, Influence of Power and Politics. An overview about Indian ethics in HRM and its Relevance to Present Scenario.

# **HR—305 Financial Management**

## **Unit 1.**

Financial Management : Meaning, Scope, Nature. Financial Goals, Profit Vs. Wealth Maximisation; Financial Functions—Investment, Financing and Dividend Decision, Financial Planning. Corporate Restructuring with Focus on Mergers and Acquisitions (Financial Aspects Only).

## **Unit 2.**

Capital Structure : Meaning and Determinants. Operating and Financial Leverage—Their Measure; Effects on Profit, Analyzing Alternate Financial Plans, Combined Financial and Operating Leverage.

## **Unit 3.**

Capital Budgeting : Nature of Investment Decisions, Investment Evaluation Criteria, Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index; NPV and IRR Comparison.

## **Unit 4.**

Cost of Capital : Significance of Cost of Capital; Calculating Cost of Debt, Preference Shares, Equity Capital, Retained Earning, Weighted Average Cost of Capital. Dividend Policies : Forms of Dividends, Stability in Dividends and Determinants, Issues in Dividend Policies—Walter's Model, Gordon's Model, M.M. Hypothesis.

## **Unit 5.**

Management of Working Capital : Nature, Types and Importance of Working Capital. Operating Cycle and Factors Determining Working Capital Requirement, Introduction of Management of Cash, Receivables and Inventories.

## **HR—306**

# **Marketing Management**

### **Unit 1.**

Concept of Marketing and Marketing Management : Nature, Objectives and Importance. Role of Marketing in Economic Development.

### **Unit 2.**

Sales Forecasting : Role, Factors and Steps. Product Planning and Development. Product Branding and Packaging; Product Pricing Decision; New Product Pricing Policies.

### **Unit 3.**

Concept and Significance of Sales Promotion; Sales Promotion Programs; Channels of Distribution. Concept, Need and Importance of Marketing Information System.

### **Unit 4.**

Advertisement : Concept, Nature, Objectives and Importance; Effects of Advertisement; Advertising Agencies. Marketing Research : Meaning and Scope. Marketing Research Process.

### **Unit 5.**

Issues and Developments in Marketing : Social, Ethical and Legal Aspects of Marketing. Service Marketing or Marketing of Services. International Marketing. Green Marketing. Cyber Marketing. Relationship Marketing and Other Developments in Marketing.

## **HR—401**

### **Social Security and Labour Welfare**

#### **Unit 1.**

Social Security : Concept, Objective, Significance. Social Insurance and Social Assistance. Major Social Security Programmes of Govt. of India (a) Workmens Compensation, (b) ESI Scheme (c) EPF Scheme (d) Payments of Gratuity Act.

#### **Unit 2.**

Industrial Health and Sickness : Meaning and Features. Occupational Diseases by Certain Chemical, Physical and Chronological Agents, Prevention and Treatment of Occupational Diseases.

#### **Unit 3.**

Some Specific Laws Relating to Social Security :

- Workmen's Compensation Act, 1923;
- ESI Act, 1948;
- Provident Fund and Misc. Act, 1952 (Main Provisions).

#### **Unit4.**

Labour Welfare : Meaning, Scope, Principles and Philosophy. Role of State and Employers in Labour Welfare. Statuary Provisions of Labour Welfare : Canteen, Creche and Safety etc. and their Organization and Management; Non Statuary Welfare Provision : Housing, Education, Recreation, Cafeteria : Perks , Rumors and Fixers, Family Related Benefits and Public Rewards.

#### **Unit 5.**

Some Specific Labour Welfare Legislation:

- Bidi Workers Welfare Cess Act 1976.
- Mica Mines Labour Welfare Fund Act 1946.
- Building and Construction Workers Welfare Cess Act 1996.
- Lime Stone and Dolomite Mines Welfare Fund Act 1972.

## **HR—402**

### **Trade Union and Collective Bargaining**

#### **Unit 1.**

Trade Union : Concept, Objectives, Functions, Theories, History of Trade Union Movement in India, Central Labor Organization – AUTUC, INTUC, CITU, BMS and others. Trade Union Rivalry.

#### **Unit 2.**

Indian Trade Union Act 1926; Registration, Recognition of Trade Union Power and Immunities , Management of Trade Union, Trade Union and Democracy, Social Responsibility of Trade Union,

#### **Unit 3.**

Trade Union and Labor Related Politics of Govt. of India, ILO, Employee's Associations and their Effectiveness in Working of Trade Union with Particular Reference to India.

#### **Unit4.**

Collective Bargaining: Concept, Objectives, Importance, Scope, Theories, Principles, Factors, Methods, and Problems.

#### **Unit5.**

Development of Collective Bargaining in India and U S A, Collective Agreements, Centralization of Bargaining Structure and Conciliation. Recent Trends in the Area of Collective Bargaining in the Indian Industrial Scene.

## **HR—403**

### **Indian Economic Environment and Planning**

#### **Unit 1.**

Indian Economy : Main Features and Nature, Economic Planning : Features and Objectives, Brief History and Achievements of Five Year Plans and Targets of Thirteen Five Year Plan .

#### **Unit 2.**

Indian Agriculture : Features, Agriculture Policy, Sources of Agriculture Finance. Agriculture Credit Policy, Public Distribution System. Land Tenure and Reforms.

#### **Unit 3.**

Industrial Development : Industrial Development since Independence, Problems of Development, Recent Industrial Policy.

#### **Unit 4.**

Problems of Balance of Payment : Export-Import Policy, Commercial Policies, Foreign Direct Investment.

#### **Unit 5.**

Fiscal and Monetary Policy of India. Fiscal and Monetary Policies, Capital Formation, Technological Development in Indian Context.

## **HR—404**

### **Project Planning and Control**

#### **Unit 1.**

Concept of Project, Classification of Project, Project Identification, Sources of Project Ideas.

#### **Unit 2.**

Project Formulation, Feasibility Analysis, Technical and Risk Analysis.

#### **Unit 3.**

Project Finance : Sources of Project Finance, Schemes of Financial Institutions.

#### **Unit 4.**

Project Implementation : Requirement for Successful Implementation. Concept and Necessity of Project Management System.

#### **Unit 5.**

Pre and Post Project Evaluation, Project Audit, Environmental Appraisal of Project.

## **HR—405 Project Appraisal**

### **Unit 1.**

Project Cycle, Need of Project Appraisal, Technical Feasibility, Economic Feasibility and Financial Feasibility of a Project. Concept of Present Value and Future Value.

### **Unit 2.**

Decision Criteria : Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Benefit Cost Ratio (B/C Ratio), Average Return on Investment (ARI), Annual Cost Method.

### **Unit 3.**

Sensitivity Analysis: Private and Social Costs and Benefit of a Project, Externalities of a Project, Social Discount Rate, Mutually Exclusive Projects.

### **Unit 4.**

Tools of Project Management : Activity Planning, Network Analysis, CPM and PERT Methods, Road Mapping, Schedule updating.

### **Unit 5.**

SWOT Analysis.

## **HR—406**

# Strategic Management

## Unit 1.

Concept of Strategy : Defining Strategy, Levels at Which Strategy Operates; Approaches to Strategic Decision Making; Mission and Purpose, Objectives and Goals; Strategic Business Unit (SBU); Functional Level Strategies.

Environmental Analysis and Diagnosis : Concept of Environment and its Components; Environment Scanning and Appraisal; Organisational Appraisal; Strategic Advantage Analysis and Diagnosis, SWOT Analysis.

## Unit 2.

Strategy Formulation and Choice of Alternatives : Strategies Modernisation, Diversification, Integration, Merger, Take-over and Joint Strategies; Turnaround, Divestment and Liquidation Strategies; Process of Strategic Choice-Industry, Competitor and SWOT Analysis; Factors Affecting Strategic Choice; Generic Competitive Strategies- Cost Leadership, Differentiation Focus, Value Chain Analysis, Bench Marking, Service Blue Printing.

## Unit 3.

Functional Strategies : Marketing, Production / Operations and R & D Plans and Policies. Functional Strategies : Personnel and Financial Plans and Policies.

## Unit 4.

Strategy Implementation : Inter-Relationship Between Formulation and Implementation; Issues in Strategy Implementation; Resource Allocation.

Strategy and Structure : Structural Considerations, Structures for Strategies; Organisational Design and Change.

## Unit 5.

Strategy Evaluation : Overview of Strategic Evaluation; Strategic Control; Techniques of Strategic Evaluation and Control. Global Issues in Strategic Management.

**HR—407**

**Functional Management**

**Unit 1.**

Operation Function : Products and Transformation Process and Design and Layout; Introduction to Manufacturing Strategy and Technology, Technological Innovation in Manufacturing.

**Unit 2.**

Productivity Management : Productivity Measurement, Approaches to Increase Productivity, Facility Location, Capacity Planning, Layout Planning, Design of Production Planning, Operation Scheduling and Sequencing.

**Unit 3.**

Inventory Control Fundamentals : Concepts, Models, Deterministic Inventory Models and Stochastic Models; Material Requirement Planning, JIT Philosophy.

**Unit 4.**

Factors for Good Layout Design, REL (Relationship) Chart, Assembly Line Balancing, Production Planning Control Functions, Planning Phase, Action Phase, Control Phase. Material Requirement Planning (MRP) and Control : MRP Concept and Process, Scope and Functions.

**Unit 5.**

Statistical Quality Control : Control Charts and Acceptance Sampling Procedures, Total Quality Management, 6 Sigma Approach and Zero Defect Manufacturing.

## **HR—408**

### **International HRM & Cross-Cultural Management**

**Unit 1.**

Introduction, Human & Cultural Variables in Multinational Enterprises, Cross-cultural Differences and Managerial Implications.

**Unit 2.**

Cross-cultural Research Methodologies, Hofstede's Study, Structural Evolution of Multinational Enterprises.

**Unit 3.**

Cross-cultural Leadership & Decision Making, Cross-cultural Communication & Negotiation.

**Unit 4.**

International HR Management, Selection Criteria for International Assignments. Women Expatriates: Emerging Issues.

**Unit 5.**

The Influences on Cross-National Comparative Variation in the Role of HRM Departments.

**HR—409**  
**Environment and Wellness**

**Unit 1.**

Environment-Economy-Human Society Interaction; Material Balance Approach. Environment-Development Trade-Off; Theory of Externality and Public Goods : Pigou and Coase, Property Rights and Transaction Costs, Market Failure.

**Unit 2.**

Environmental Damage/Benefits, Social-Cost Benefit Analysis; Valuation Methods : Production Based, Contingent Valuation, Hedonic Pricing, Travel Cost, Risk Assessment, Environmental Impact Assessment.

**Unit 3.**

Sustainable Development : Concepts, and Indicators, Resource Accounting, Environmental Kuznets Curve; Poverty and Environmental Degradation; Environment Pollution and Human Health Hazards.

**Unit 4.**

Resource Scarcity and Limits to Growth; Environment, Human Development and Economic Growth; Climate Change and Human Development : Risks, Vulnerability and Challenges.

**Unit 5.**

Instruments of Environment Management; Human Development Index and Human Happiness Index; Pareto-optimality and Efficiency; Theory of Social Choice : Arrow's Impossibility Theorem, Theory of Voting, Asymmetric Information and Social Choice.

**HR—410****IT For Managers****Unit 1.**

Understanding the Basic Features of Excel, Introduction to Excel, Understanding Advanced Features of Excel, Database Functions in Excel, Using Forms and Control Toolbox, Filtering Data, Totals and Subtotals Total, Managing Windows.

**Unit 2.**

Charts and Presentation of Charts, Exploring Numerical Data and their Properties (Central Tendency, Dispersion), Through MS Excel.

**Unit 3.**

Software Package Used in IT : MS- Excel (Data Tabulation/ Spread Sheet Software), MS Power Point (Presentation Software); TALLY (Accounting Software).

**Unit 4.**

Introduction to MIS, Managing Information Systems - The IT Interaction Model, Strategic Design of MIS (Management Information Systems); Development Process of MIS.

**Unit 5.**

Data and Information - Measuring Data, Information as a Resource, Information in Organizational Functions, Types of Information Technology, Types of Information Systems Transaction Processing Systems - Management Information Systems.