

CENTRAL UNIVERSITY OF HIMACHAL PRADESH
[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
PO Box: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Course Code: HRM-402

Course Name: Human Resource Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- To understand the essence of human resource management and what roles and functions a human resource manager performs in an organization.
- To comprehend that in contemporary business scenario human resource management has acquired a strategic role in the functioning of any business organization.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
 - i. Attendance: 10
 - ii. Presentation: 10
 - iii. Assignment/Dissertation/Field Work: 10
 - iii. Case Presentation/ Role Play: 10
 - iv. Quiz/ Management Games or Activities: 10

Course Contents:

UNIT - I: Introduction to HRM

(8 Hours)

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

UNIT - II: Human Resource Planning

(8 Hours)

Importance and Process of Human Resource Planning; Demand and Supply forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques, Replacement Chart; Job Analysis Process and Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment

UNIT – III: Recruitment, Selection and HR Development

(8 Hours)

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

UNIT – IV: Performance Management and Performance Appraisal

(8 Hours)

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360⁰ appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

UNIT – V: Job Evaluation, Compensation and Industrial Relations

(8 Hours)

Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration

Industrial Relations–Definition and Importance of Industrial Relations; Grievance Handling - Characteristics and Causes of Grievance, Model Grievance Procedure

Prescribed Text Books:

1. Dessler, G., 2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi
2. Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi
3. Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

Suggested Extra Readings:

1. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi
2. Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi
3. Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi
4. Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt. Ltd., New Delhi
5. Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi
6. Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi
7. Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.



Course Code: MSO 410

Course Name: Business Communication

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Facilitate the learners to assess their understanding and apply the concepts of business communication in real-time business contexts.
- Enable students to understand practical aspects of business communication and help them in communicating effectively both verbally and non-verbally at workplace.
- Enable students to develop their soft skills, such as listening and body language, and prepare for interviews and group discussions.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance: 10%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Introduction to Business Communication	4 Hours
<ul style="list-style-type: none">• Business Communication and its importance, Communication Network in an Organization• Process of Communication, Communication Barriers• Communication Theories and their Application• Strategies for Improving Communication	
UNIT II Effective Listening and Reading Skills	4 Hours
<ul style="list-style-type: none">• Meaning of Listening, Process of Listening• Types of Listening• Barriers to Effective Listening• Reading Skills	
Unit III Non-verbal Communication Skills	4 Hours
<ul style="list-style-type: none">• Introduction to Non-verbal Communication• Significance of Non-verbal Communication in Organizations• Types of Non-verbal Communication• Kinesics , Oculistics, Haptics, Proxemics, Appearance and artifacts, Paralinguistic/vocalic, Chronemics	
Unit IV Verbal Communication Skills for Business	4 Hours
<ul style="list-style-type: none">• General Preparation for an Interview• Group Discussions	

- Skills for Business Presentations
- Public Speaking Skills

Unit V Written Communication Skills for Business

4 Hours

- Resume Writing
- Business Writing Skills
- Writing Effective E-mails
- Report Writing

Text Book

1. Raman, Meenakshi. Prakash Singh (2013), Business Communication, Oxford University Press, New Delhi, Second Edition.
2. Mukerjee, Hory Sankar (2013). Business Communication, Oxford University Press, New Delhi.

Suggested Reading

1. Sengupta, Sailesh. (2011) Business and Managerial Communication. PHI Learning Pvt. Ltd.
2. Koneru, Aruna. (2008) Professional Communication. Mcgraw Hill Education. 1st Edition.
3. Davis Kenneth W. (2008) Business Writing and Communication. The Mcgraw Hill Education. 1st Edition.
4. Bover, Courtland L. John V. Thill. Abha Chatterjee. Business Communication Today. Pearson India. Tenth Edition.
5. Guffey, Mary Ellen. Richard Almonte. (2013). Essentials of Business Communication, Nelson, Sixth Canadian.
6. Raina, Roshan Lal. Iftikhar Alam. Faizia Siddiqui. (2010). Communication for Management. Word Press, New Delhi

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Course Code: HRM 512

Course Name: Industrial Psychology

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. To understand the theoretical aspects of industrial psychology, its relation with other sciences and theories.
2. To gain an insight into the work environment and its effect on an individual.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Presentation - 10%
 - Assignment/Project work/Field Work: 10%
 - Quiz/Role Play-5%

Course Contents:

UNIT I: Introduction to Industrial Psychology

(4 Hours)

- Industrial Psychology- History and Development of the Field of Industrial Psychology
- Characteristics and Objectives of Industrial Psychology; Is Industrial Psychology a Science?
- Methods of Industrial Psychology; Major fields of Industrial Psychology
- Industrial Psychological Tests-Validity, Reliability, Objectivity and Standardisation; Steps in Psychological Test Development

UNIT II: Personnel Selection Tests and Techniques

(4 Hours)

- General Intelligence Tests, Tests of Achievement, Aptitude Tests, Tests of Personality and Interest
- Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests
- The Selection Interviews
- Assessment Centers

UNIT III: Individual Psychology at Workplace

(4 Hours)

- Emotional and Spiritual Intelligence for Employee Performance
- Learning and Reinforcement in Organizations
- Employee Aggression and Personnel Counselling

- Occupational Health Psychology, Stressors in the Work Environment, Effects of Stress, Responding to Stress, Stress Management Programs

UNIT IV: Social Psychology at Workplace

(4 Hours)

- Transactional Analysis- A Model for Effective Communication
- Johari Window Model for Relationship Management
- Power and Political Behaviour in Organizations
- Workplace Sensitivity Training for Employees

UNIT V: Organizational Psychology

(4 Hours)

- Industrial Accidents and their Prevention
- Industrial Fatigue and its Effects on Human Performance
- Boredom and/or Monotony- Effects and Countering the Effects
- Human Performance: Time and Motion Study, Engineering Psychology and Ergonomics

Prescribed Text Books:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

Suggested Additional Readings:

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi



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Course Code: HRM 416

Course Name: Employability Skills

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance and Class Participation: 10%
 - Role Plays: 15%

Course Contents

UNIT I	4 Hours
<ul style="list-style-type: none">• Employability skills• Components of employability	
UNIT II	4 Hours
<ul style="list-style-type: none">• Finding a job• Interview and Selection• The First day on Job• Personal Skills: Speaking	
UNIT III	4 Hours
<ul style="list-style-type: none">• Basic Service Conditions: Wages• Basic Service Conditions: Hours and Leave• Personal Skills: Writing• Work, Self Confidence and Excellence	

UNIT IV**4 Hours**

- Asking the Right Questions
- Giving Instructions
- Being Critically Conscious

UNIT V**4 Hours**

- Discipline, Penalties Termination of Service
- Leadership Skills: Meeting Negotiating
- Justice, Equality, Fraternity and Freedom

Prescribed Text Books:

1. E.H. McGrath, S.J (2011). Training For Life and Leadership in Industry, Fourth Edition, PHI Learning Private Limited, New Delhi

Suggested Additional Readings:

1. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman
2. Rao , M.S. (2010). Soft Skills: Enhancing Employability: Connecting Campus with Corporate, I. K. International Pvt Ltd, New Delhi
3. Vishnu, P (2012). A Handbook on Employability Skills: Soft Skills for Students and Job Aspirants, Lap Lambert Academic Publishing GmbH KG.
4. Hager P. and Holland, S. (2007)Graduate Attributes, Learning and Employability Volume 6 of Lifelong Learning Book Series, Springer, The Netherlands
5. Hind, D. W. G. and Moss, S. (2005). Employability Skills, Business Education Publishers Limited,

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Course Code: HRM 504

Course Name: Social Security and Labour Welfare

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

1. To make students of HR understand the growth of labour welfare movement.
2. To give an insight into the various labour welfare and social security measures being provided to workers by the government.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class Participation- 10%
 - Presentations - 10%
 - Assignment- 5%

Course Contents:

UNIT I Social Security **4 Hours**

- Evolution of Social Security
- Approaches to Social Security
- Characteristics of Social Security

UNIT II **4 Hours**

- Social Assistance
- Social Insurance
- Mutual Benefits
- ILO and Social Security

UNIT III Development of Labour Welfare **4 Hours**

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

UNIT IV Welfare Provisions**4 Hours**

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

UNIT V Welfare Measures**4 Hours**

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

Text Books:

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

Additional Readings:

1. Punekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.
4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.
5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

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Course Code: HRM 509

Course Name: Performance Management- Systems & Strategies

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class Participation- 10%
 - Case Studies - 5%
 - Presentation- 10%

Course Contents:

UNIT I: Introduction to Performance Management

(4 Hours)

- Concept and Definition of Performance Management
- Objectives of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

UNIT II: Performance Management Process

(4 Hours)

- Performance Planning
- Performance Execution
- Performance Assessment
- Performance Review
- Performance Renewal and Recontracting

UNIT - III: Implementing Performance Management Systems**(4 Hours)**

- Defining Performance, Determinants of Performance
- Performance Dimensions, Measuring Performance
- Measuring Results and Behaviour
- Preparing Communication
- Ongoing Monitoring and Evaluation
- Performance Management Documentation

UNIT IV: Performance Management and Strategic Planning**(4 Hours)**

- Definition and Purpose of Strategic Planning
- Linking Performance Management to Strategic Plan
- E-Performance Management System

UNIT - IV: Performance Management and Employee Development**(4 Hours)**

- Coaching and Coaching Styles
- Process of Coaching
- Mentoring
- Performance Review Meetings

Prescribed Text Books:

1. Aguinis, Herman (2013). Performance Management. Third Edition. Pearson Publication.

Suggested Additional Readings:

1. Sarma A.M. (2010). Performance Management System. Second Revised Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
2. Sharma Devender (2011). Performance Appraisal and Management. First Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
3. Rao T.V. (2004). Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, First Edition, SAGE Publication, New Delhi.
4. Bacal Robert (1998), Performance Management, First Edition, Himalaya Publishing House Pvt. Limited, New Delhi.



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Course Code: HRM 515

Course Name: International HRM

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective: The course is designed to

- Help students in understanding Basic Concept of International Human Resource management
- Make students familiar with expatriates and challenges of expatriation
- To give an exposure to the students for HR activities in International Business

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course.

A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
Attendance: 10%
Assignment: 5%
Presentation: 5%
Quiz/Role Play/ Any other activities: 5%

Course Contents:

UNIT-I: Introduction to IHRM

(4 Hours)

- Defining International HRM, Model of IHRM
- Difference between Domestic and International HRM
- Variables that moderate difference between domestic and international HRM
- **Case: Global Human Resource Management at Coca-Cola**

UNIT-II: Staffing Decisions in IHRM

(4 Hours)

- Approaches to Staffing: Ethnocentric, Polycentric, Geocentric, Regiocentric
- Reasons for Using International Assignments, Types of International Assignments
- Selection Criteria for Expat Selection in International Assignments
- Reasons for Expatriate Failure, Managing Expatriate Failure

UNIT-III: International Training and Development (4 hours)

- Expatriate Training- Components of Effective Pre-departure Training Program
- Phases in International Training Programme
- CCT Programme: Theoretical Framework for CCT Training
- **Case Study: Training at McDonald's**

UNIT-IV: Expatriates Performance Management and Compensation Management (4 hours)

- Steps in Performance Management of International Employees
- International Compensation- Variables influencing Compensation
- Key Components of International Compensation Program
- Approaches to International Compensation

UNIT-V: Industrial Relations and Repatriation Issues (4 Hours)

- International Industrial Relations: Approaches and Key Players in IR
- Key issues in International Industrial Relations
- Repatriation- Process of Repatriation
- Managing Repatriation

Text Books:

1. Dowling , P.J., Festing, M., and Engle, A.D.(2012) International Human Resource Management Fifth Edition ,Cengage Learning
2. Aswathappa, K. (2013). International Human Resource Management. 2nd Edition. Tata McGraw Hill, New Delhi.

Additional Readings:

1. Edward, T (2011) International Human resource Management. Pearson, New Delhi.
2. Subba Rao, P (2010). International Human Resource Management, First Edition, New Delhi
3. Brewster, C., Sparrow, P and Vernon, G.(2008). International Human Resource Management Universities Press(India).
4. Briscoe, D., Schuler,R. and Claus,L.(2008).International Human Resource Management. Routledge Publication.5th Edition.
5. Harzing, A., Ruysseveldt, J.V(2003). International Human Resource Management. Sage Publication.
6. Stahl,G.K and Bjorkman. Handbook of Research in International Human Resource Management. Edward Elgar Publishing.
7. Hutching, K and Cieri, H.D.(2007). International Human Resource Management. Ashgate Publishing



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Course Code: MSO 401

Course Name: Management Principles and Functions

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Present a thorough and systematic exposure of Management theory and practice.
- Provide a basic understanding of fundamental concepts and principles of Management.
- Enable the students to understand the basic roles, skills and functions of Management.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance: 5%
 - Class Participation: 5%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activity

Course Contents:

UNIT - I:	Introduction to Management	(4 Hours)
	<ul style="list-style-type: none">• Meaning and Importance of Management• Nature and Functions of Management, Levels of Management• Managerial Roles, Skills of Managers, Kinds of Managers• Evolution of Management Theory• Social Responsibilities and Ethics of Business	
UNIT - II:	Planning and Decision Making	(4 Hours)
	<ul style="list-style-type: none">• Planning: An Overview, Importance of Planning at Organizations• Steps in Effective Planning• Hierarchy of Organization Plans• Decision Making, Types of Decisions	

- Steps to Rational Decision Making

UNIT - III: Organizing (4 Hours)

- Meaning of Organizing, Four Building Blocks of Organizing
- Organizational Design and various approaches
- Types of Organizational Structures
- Elements of Structure: Work Specialization, Unity of Command, Span of Control, Authority and Responsibility, Centralization and Decentralization, Departmentalization

UNIT - IV: Leading (4 Hours)

- Teams and Teamwork
- Motivating and Rewarding Employees
- Leadership and Trust
- Communication and Negotiation

UNIT – V: Controlling (4 Hours)

- Meaning and Need of Control
- Steps in Control Process
- Types of Control, Financial Control, Budgetary Control System, Auditing
- Essentials of Effective Control System

Prescribed Text Books:

1. James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR (2010), Management, 6th Edition, Pearson Education, New Delhi
2. Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6th Edition, Pearson Education, New Delhi

Suggested Additional Readings:

1. P C Tripathi & P N Reddy (2010), Principles of Management, 4th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
2. Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
3. Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi.
4. Karminder Ghuman & K Aswathappa (2010), Management, 1st Edition, Tata McGraw Hill Education Private Limited, New Delhi.
5. Dr. Neeru Vasishth (2011), Principles of Management, 3rd Edition, Taxmann Publications Private Limited, New Delhi.
6. Gene Burton & Manab Thakur (2010), Management Today, 13th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
7. Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1st Edition, Himalaya Publishing House, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Meaning and Importance of Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Nature and Functions of Management	Book – 1 Book – 2	Chapter – 1
Lecture – 3	Roles of Managers, Types of Managers	Book – 1 Book – 2	Chapter – 1
Lecture – 4	Evolution of Management Thought	Book – 1 Book – 2	Chapter – 2
Lecture – 5	Social Responsibilities of Business	Book – 1 Book – 2	Chapter – 3 Chapter – 4
Lecture – 6	Nature and Importance of Planning	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 7	Steps in Effective Planning and Limitations of Planning	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 8	Decision Making, Steps to Rational Decision Making	Book – 1 Book – 2	Chapter – 5 Chapter – 5
Lecture – 9	Models of Decision-Making Behaviour, Difficulties in Decision Making	Book – 1 Book – 2	Chapter – 6 Chapter – 5
Lecture – 10	Meaning and Importance of Organisation, Principles of Organizing	Book – 1	Chapter – 7
Lecture – 11	Formal and Informal Organization, Span of Management	Book – 1	Chapter – 7
Lecture – 12	Organizational Structures	Book – 2	Chapter – 9
Lecture – 13	Line, Staff and Functional Authority	Book – 1	Chapter – 7
Lecture – 14	Delegation of Authority and Decentralization of Authority	Book – 1	Chapter – 7
Lecture – 15	Teams and Teamwork	Book – 1	Chapter – 9
Lecture – 16	Motivating and rewarding employees	Book – 1	Chapter – 9
Lecture – 17	Leadership, trust and communication	Book – 1	Chapter – 18
Lecture – 18	Types of Control methods, steps in control process	Book – 1	Chapter – 18
Lecture – 19	Control Techniques	Book – 2	Chapter – 18
Lecture – 20	Essentials of control system	Book – 2	Chapter – 18



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Course Code: POM 401

Course Name: Operations Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations: 5%
 - Assignment: 5%
 - Case studies and case lets: 10%

Course Contents:

UNIT – I: Introduction to Operations Management (5 Hours)

- Nature and Scope of Production and Operations Management
- Role of Operations Management
- Operations in Global Environment

UNIT – II: Designing Operations (3 Hours)

- Product Design and Analysis
- Make or Buy Decision

UNIT – III: Location and Layout (4 Hours)

- Layout Strategies
- Location Strategies

UNIT – IV: Forecasting**(4 Hours)**

- JIT
- Demand Forecasting

UNIT – V: Managing Inventory and Productivity**(4 Hours)**

- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry

Note: Cases and freeware's will be used to provide practical insights to understand operations

Prescribed Text Books:

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9th ed.), Pearson: New Delhi.
2. Roy, Ram Naresh (2005). **A Modern Approach to Operations Management**, New Age International Ltd., New Delhi.

Suggested Readings

1. Aswathappa, K. and Bhat, K.S. (2012). **Production and Operations Management**, HPH: New Delhi.
2. Chary, S. N.,(2002), **Production and Operations Management**, Tata McGraw-Hill: New Delhi
3. Chase, Richard B.; Jacobs, F. Robert and Aquilano, Nicholas J. (2006). **Operations Management for Competitive Advantage**, McGraw-Hill/Irwin: New York.
4. E.V. Adam and R. J. Ebert, (1998), **Production and Operations Management**, Prentice Hall of India: New Delhi
5. Gore, Amol; & Panizzolo, Roberte (2012). **Operations Management**, Cengage: Delhi.
6. Lee, S.M. (et al) (1989), **Operations Management**, Wm. C.Publishers: Iowa
7. Monks, J. (1987), **Operations Management**, Irwin McGraw – Hill: New York
8. Morton, Thomas E. (2003). **Production Operations Management**, Thomson South Western in collaboration with Vikas Publishing House: New Delhi
9. Panneerselvam, R. (2002). **Productions and Operations Management**, Eastern Economy Edition, Prentice Hall of India: New Delhi.
10. Rusesell and Taylor (2012) **Operations Management**, Wiley India: Delhi
11. Stevenson, W. J. (1999), **Production Operations Management**, Irwin McGraw – Hill:New York

Lecture Plan

S. No.	Lect ures	Topics	Prescribed Text Book	Chapters
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
2.	1	Role of Operations Management	Book – 1	Chapter – 1
3.	1	Operations in Global Environment	Book – 1	Chapter – 2
4.	1	Product Design and Analysis	Book – 1	Chapter – 4
5.	1	House of Quality	Book – 1	Chapter – 4
6.	2	Issues in Product Design	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5
8.	1	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8
9	1	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8
10	1	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 2 Book – 1	Chapter – 2 Chapter – 7
11	1	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7
12	1	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13
13	1	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15
14	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3
15	1	Forecasting Methods	Book – 1	Chapter – 3
17	1	Work Study and Measurement	Book – 1	Chapter – 9
18	1	Inventory Management	Book – 2 Book – 1	Chapter – 6 Chapter – 11
19	1	Productivity and Efficiency	Book – 1	Chapter – 1
20	1	Application of operations in Industry	Book -1	
Total	20			



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Course Code: POM 505

Course Name: Total Quality Management

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.).

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Total Quality Management.
- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation : 5%
 - Presentations : 10%
 - Case Studies : 5%
 - Assignments/Live Projects: 5%

Course Contents:

UNIT - I: TQM Movement – Thinkers, philosophies and contributions by thinkers (4 Hours)

- Contribution of Japanese management and rise of quality as business philosophy.
- Contributions of Dr. W. Edwards Deming: Theory of Knowledge (Fourteen principles), Deming Circle.
- Contributions of Dr Joseph Juran: Juran's quality trilogy (Quality Planning, Quality Control & Quality Improvement)
- Contributions of Philip Crosby: concept of 'zero defect', four absolutes of quality, quality vaccine and six C's.

UNIT - II: Building and Sustaining Global Total Quality Organizations (4 Hours)

- Quality Function Deployment (QFD)

- Concept of Quality Standards and Six Sigma

UNIT - III: Quality Improvement Tools and techniques (4 Hours)

- Kaizen (Continuous Improvement): Imai's Kaizen; Kaizen and Innovation
- Kanban, Jidoka and TPS (Toyota Production system)
- Quality Circles, Quality Control and quality assurance

UNIT – IV: Tools of TQM (Measurement Tools) (4 Hours)

- Cause-and-effect diagram ("fishbone" or Ishikawa diagram)
- Control Chart: Contribution of Walter A. Shewhart
- Pareto's Chart

UNIT – V: Contemporary Issues in TQM (4 Hours)

- TQM in the Service Sectors: Implementation of TQM in service organization - Framework for improving service quality,
- Model to measure service quality programs.
- SERVQUEL

Prescribed Text Books:

1. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2011). **Total Quality Management (Revised Third Edition)** [Seventh Impression]; Pearson, New Delhi.

Suggested Readings:

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (5th edition)**; Addison Wesley, New York.
5. Logothetis, N. (2002). **Managing for Total Quality: From Deming to Taguchi and SPC**; Prentice-Hall of India Private Limited, New Delhi.
6. Mauch, Peter D. (2010). **Quality Management: Theory and Application**. CRC Press, Boca Raton.
7. Oakland, John S. (2004). **Oakland on Quality Management**, Elsevier Butterworth-Heinemann, Burlington.
8. Richard Tanner Pascale and Anthony G. Athos (1981). **The Art of Japanese Management: Applications for American Executives**; Warner Books, New York.

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Course Code: CSR 408

Course Name: Leadership Development

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed:

1. To grasp the required skills of a leader who aspire to assume leadership roles in organizations.
2. To understand the cognitive, emotional, social, cultural, spiritual, moral and behavioral aspects of leadership.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment : 25
 - Attendance- 10
 - Class Participation- 5
 - Quiz-5
 - Presentation: 5

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP

(4 Hours)

- Introduction to Leadership, Leadership Myths
- The Interactional Framework for Leadership
- Leadership Styles and Followership Styles
- Multiple Intelligences of a Leader

UNIT II: LEADERSHIP APPROACHES

(4 Hours)

- Trait Approach
- Behavioral Approach
- Contingency Approach
- Contemporary Approach

UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER**(5 Hours)**

- A-O-R Model of Leader Development
- Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning
- Building Credibility and Influencing Others

UNIT IV: SKILLS FOR DEVELOPING OTHERS**(4 Hours)**

- Setting Goals
- Providing Constructive Feedback
- Building High Performance Teams
- Delegating and Coaching

UNIT V: SKILLS TO DEAL WITH SITUATIONS**(3 Hours)**

- Leadership and Change
- Skills for Optimizing Leadership as Situations Change
- Managing Conflict and Negotiation

Prescribed Text Books:

1. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience. 7e, Indian Edition. McGraw Hill, New Delhi.

Suggested Additional Readings:

1. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt. Ltd, New Delhi.
2. Gill, Roger. 2012. Theory and Practice of Leadership, Second Edition, Sage Publications Pvt. Ltd, New Delhi.
3. Owen, Jo. 2012. The Leadership Skills Handbook. Second Edition. KoganPage, New Delhi. India.
4. The Maxwell, John C. 2005. The 360⁰ Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.

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Course Code: HRM 503

Course Name: Human Resource Development

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organisation.
- Train students to apply HRD for bringing out organisational effectiveness.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Attendance and Participation: 10%
 - Assignment: 5%
 - Case Discussion/Quiz : 5%
 - Presentation : 5%

Course Contents:

UNIT – I: The Fundamentals of Human Resource Development (5 Hours)

- Introduction to HRD : Meaning, scope and evolution of HRD
- Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process, challenge to organization and HRD professionals.
- Factors Influencing Employee Behaviour : Model of employee behaviour, external and internal factors influencing employee behaviour
- HRD Matrix

UNIT – II: Frame work of Human Resource Development (4 Hours)

- Assessing HRD Needs : Task analysis, person analysis, the HRD process
- Designing and Implementing effective HRD Program : HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods
- Evaluation of HRD Program : The purpose of HRD evaluation, models and Framework of evaluation, assessing the Impact of HRD Programs

UNIT – III: Learning and Training (3 Hours)

- Learning Principles
- Learning Styles
- Training Methods

UNIT - IV : Human Resource Development Applications (4 Hours)

- Career Management and Development: Career concepts, models of career development, issues in career development.
- Management Development: Strategies for management development, approaches used to develop managers.
- Organisation Development and Change: OD theories and concepts, designing intervention strategy

V: Emerging Issues in HRD (4 Hours)

- Strategic HRD
- Globalization of business and their Impact on HRD
- Managing Diversity of Workforce
- Employee Counselling and Wellness Services : Employee assistance programme, stress management and intervention, issues in employee counselling

Prescribed Text Books:

1. Werner M. John and Simone L. Randy (2011). Human Resource Development. Sixth edition. Cengage Learning, Inc. Florence, KY.
2. Mankind David (2010). Human Resource Development and Management. Oxford Printing Press. New Delhi.
3. Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.

Suggested Extra Readings:

1. Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi.
2. Sheikh A.M. (2010). Human Resource Development and Management. Third Edition. S. Chand and Co. Ltd. New Delhi.

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Course Code: CSR 407

Course Name: Interpersonal Effectiveness

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Enable students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal effectiveness

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - a. Attendance and Class Participation: 10
 - b. Assignment: 05
 - c. Presentation: 05
 - d. Class room activities like quiz: 05

Course Contents

UNIT I Self - Awareness and Introspection (3 Hours)

- Introspection – Concept and Techniques
- Self Assessment – SWOT Analysis
- Johari Windows- Knowing Yourself
- Using your potential

UNIT - II: Self - Empowerment (4 Hours)

- Concept of Self Empowerment
- Building of positive attitudes – meaning and techniques
- Managerial Grid

UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)

- Emotional Intelligence- concept and components
- Developing Emotional Intelligence
- Etiquettes and manners
- Guidelines for grooming etiquettes

UNIT IV: Interpersonal Communication (4 Hours)

- Communication - Definition and Process
- Barriers in Communication
- Tips for effective communication
- Importance of Body Language
- Management of Time – essential steps

UNIT V: Interpersonal Relationships (5 Hours)

- Interpersonal Relationship - Definition and determinants
- Process of developing interpersonal relations
- Transaction Analysis - Ego States, Stroking and Life Positions

Text Books:

1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House.
2. Armstrong, M.(2012). How to be an even Better Manager .Koganpage.
3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi

Additional Readings:

4. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial
6. Onkar, R.M., (2008) Personality Development
7. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman