



**DEVI AHILYA VISHWAVIDYALAYA**



**INTERNATIONAL INSTITUTE OF  
PROFESSIONAL STUDIES**

**SYLLABUS FOR  
MASTER OF BUSINESS ADMINISTRATION (MS) 5 YEARS**

**Semester IX**

**International Institute of Professional Studies**

**Course curriculum scheme for MBA (MS) 5 yrs PG**

	<b>Subject Code</b>	<b>Proposed For 2K18 onwards Sem. IX</b>	<b>Credit</b>
<b>Core</b>	IM – 901C	Strategic Management	<b>4</b>
	IM – 903C	Business Ethics and Corporate governance	<b>4</b>
<b>MKT A (DUAL)</b>	IM – 919M	Mktg. Decisions	<b>4</b>
	IM – 920MA	Marketing research	<b>4</b>
<b>MKT B (SINGLE)</b>	IM – 919MB	Direct Marketing and Event Mgt.	<b>4</b>
	<b>IM – 921MB</b>	<b>CRM</b>	<b>4</b>
<b>FIN A (DUAL)</b>	IM – 919FA	Multinational Financial Management	<b>4</b>
	IM – 920FA	Investment Mgt.	<b>4</b>
<b>FIN B (SINGLE)</b>	<b>IM – 921FB</b>	<b>Financial Research</b>	<b>4</b>
	IM – 920FB	Corporate Restructuring	<b>4</b>
<b>HRA (DUAL)</b>	IM – 919HA	HR for business excellence	<b>4</b>
	IM – 920HA	Latest Trends in HRM	<b>4</b>
<b>HR B (SINGLE)</b>	IM – 919HB	HR Skills	<b>4</b>
	IM – 920HB	Advanced Industrial Psychology	<b>4</b>
<b>Credits</b>		6 subjects * 4 valid credits + CV of 4 virtual credit  Total= 28 credits  (24 valid + 4 virtual)	

**IM-901C**  
**STRATEGIC MANAGEMENT (CORE)**

**Course Objective**

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

**Course Contents**

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.
2. Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis :General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. Strategy Alternatives: Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategy Choice Making: Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
7. Strategy Evaluations and Control : Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

**Suggested Books**

1. Lawrence R. Jauch and William F. Glueck, “Business Policy and Strategic Management”, McGraw Hill Book Co., New York.
2. “Strategic Management”, Dreamtech Press, New Delhi
3. Strategic Management by VSP Rao and Harikrishna
4. Strategic Management by Upendra Kochru.
5. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, “Business Policy and Strategy” Richard D. Irwin, AITBS, New Delhi, 1988

## **IM-903C**

### **Business Ethics and Corporate Governance (Core)**

**Course Objective :** This course is designed to provide an analysis and examination of significant contemporary ethical issues and challenges existing in Business today. It attempts to acquaint the participants with the fundamentals corporate governance in India and other countries in light of good governance, and contemporary changes in the global business environment. Ethical dilemmas and decision-making frameworks and approaches at the personal, organizational and societal levels will be explored. Emphasis is upon the understanding manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

**Course contents :**

**UNIT 1: Introduction to Business Ethics,**

Definition & nature, Characteristics of ethical problems in management, Ethical theories; Causes of unethical behaviour; Work ethic, Values , Norms, Beliefs and Standards

**UNIT 2 : The Institutionalization of Business Ethics**

Ethics and organisation, Ethics in practice- in functional areas (Like HR, Marketing, Finance), Intellectual Property rights, Code of ethics; Competitiveness, organizational size, profitability and ethics, Developing an Effective Ethics Program

**UNIT 3 : Ethical Decision-Making and Ethical Leadership**

Models of Decision making, Individual Factors: Moral Philosophies and Values, Indianism and Indian Value Systems, Servant Leadership

**UNIT 4 : Corporate Governance:**

Evolution, Principles, Main Drivers, Theories and Models, Global Practices on Corporate Governance in the World and their impact on corporate world

**UNIT 5 : Business Environment**

Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic Environment, Technological Environment, Broader Ethical issues in society

**UNIT 6 :Corporate Social Responsibility**

Stakeholder Management and Social Responsibility, Big Business and society Business, Ecological/Environmental issues in the Indian context, Understanding CSR, CSR in India, World Economic Growth and the Evolution of CSR.

**UNIT 7: Sustainable Businesses :**

Concept of Sustainable Development, Gandhian Thought on Sustainable development, dimensions of sustainable development – Environmental, Economic and Social, Indian & Global Perspective on Sustainable Development

**Books and Readings:**

- Business Ethics, CSV Murthy, Himalaya Publishing
- Business Ethics and Corporate Governance, ICAI publication
- Business and its Environment Davis, Kaith and Blostorm, Robert-.
- Corporate Social Responsibility Beeslory, Michel and Evens –.
- Ethics in Management by S.A. Sherlekar, Himalaya Publishing House
- The International Business Environment, Hamilton, Oxford Press

**IM - 919 MA**  
**MARKETING DECISIONS**

**COURSE OBJECTIVE:**

This course is aimed at integrating the knowledge, which the student has acquired through their core and specialization courses in the marketing area. It will provide an opportunity to analyze business situation and apply suitable concept and techniques for taking appropriate decisions.

**COURSE CONTENT:**

This is fully based on case study. Cases related to marketing research consumer behavior, segmentation, positioning, marketing mix decision, marketing strategy and implementation will be discussed in the class. Some management games will also be used for this purpose.

**TEXT BOOKS:**

1. **Strategic marketing problems: cases and comments by Roger A. Kerin, Robert A. Peterson..... Prentice Hall.**

**\*\* All basic and specialization area and books in marketing need to be referred\*\***

# IM 920 MA

## MARKETING RESEARCH

### COURSE OBJECTIVE

This course will provide students an opportunity to understand concepts and applications of Marketing Research. Objective of the course is to inculcate conceptualization and development of understanding on application of MR in marketing environment.

### COURSE CONTENTS:

1. **Scope and applications** – Marketing Research; Scope, advantages, objectives, Process of marketing research, Difference between marketing and market research
2. **Research Design:** Exploratory, Descriptive, Causal studies.
3. **Sampling in Marketing research:** Sampling design process, sampling techniques; Probability and Non-Probability sampling
4. **Instrument design, Measurement and Scaling** –structured and non-structured.Measurement and Scaling: NOIR, Itemized rating scales; Likert scale, Semantic differential scale, Stapel scale.
5. **Data preparation process and data analysis** : Editing, coding, transcribing, data cleaning.Data analysis – Univariate techniques, Multivariate techniques, Measures of central tendency, measures of variability, correlation, regression, Frequency distribution, cross-tabulation, ANOVA
6. **Advanced statistical techniques** – t-test, Z-test, factor analysis, Cluster Analysis, Conjoint analysis, Discriminant analysis, Brief understanding of popular software like SPSS,Structural Equation Modeling: basic concept, Statistics associated with SEM, Foundations of SEM, Conducting SEM
7. **Data interpretation; Report writing.**

### TEXT BOOKS

1. Marketing Research – Boyd, Westfall
2. Marketing Research - G. C. Beri
3. Marketing Research – Luck, Rubin

### RECOMMENDED READING

1. Marketing Research – Green, Tull, Albaum
2. Marketing Research in Marketing Environment – Dillon, Firtle
3. Research Methodology – D. H. McBurney
4. Special Supplements – Brand Equity (Economic Times), Catalyst (Business Line) Statistics for Management – Levin, Rubin

## **IM-919 MB**

### **Direct Marketing and Event Management**

#### **Course objective:**

To demonstrate how direct marketing and event management have evolved with technology and have become central to modern marketing practices. It will also help students to develop abilities and skills required for the strategy formulation and implementation of direct marketing and event management under the ever changing marketing scenario.

#### **Course Contents:**

**Unit 1:** Nature and Concept of DM: Basic concepts and characteristics of direct marketing, Research in Direct Marketing

**Unit 2:** Direct Marketing plan and strategic planning, Direct Marketing Offer (4P's)

**Unit 3:** Direct mailing, Direct response print ads, Catalog marketing, B2B direct marketing, Direct marketing for retailers, Broadcast direct marketing, Telemarketing.

**Unit 4:** Concepts of Events: Event management, Event as a marketing tool; Key elements of events; Concept of product, price and promotion in events.

**Unit 5:** Activities in event management (Pre, during and Post-Event)

**Unit 6:** Strategic market planning, Planning and Evaluation. Evaluation – Event performance.

**Unit 7:** Event organization assignment

#### **Text Readings:**

- Creative strategy in direct marketing: Susan K. Jones
- Direct Marketing – Concepts and Cases: Mukesh Chaturvedi
- Event Marketing and Management: Sanjay Gaur and Sanjay Saggere

#### **Suggested Readings:**

- Direct Marketing: Bob Stone
- HBRs and other related journals.

## IM 921 MB

### CUSTOMER RELATIONSHIP MANAGEMENT

**Course Objectives :** The subject develops a customer focused attitude and prepares students for careers in the areas of customer relationship management, customer relationships – customer relationship philosophies, relationship process, models on providing value and satisfaction etc. It stresses the importance of understanding, in an empathic way, the needs, expectations and aspirations of customers as a basis for building a relationship, which adds value to the customer while being at least potentially profitable to the services supplier.

#### Course Contents:

1. **The Concept of Customer Relationship Management:** Evolution of CRM – Paradigm shift in marketing, Definition and Concept of CRM, Benefits of CRM- Role of People as Relationship Marketeers.
2. **Building Customer Relationships** - Creating a customer profile, Recency, Frequency, Monetary, Customer Lifetime Value assessment, Relationship Building as a Process - Customer Acquisition , Customer Retention - Importance, Customer Attrition – Reasons, Grievance handling, Customer Defection – Causes and strategies to prevent defection.
3. **Managing Customer Relationships** – Building relationships by adding value to customers, Managing Customer Contact strategies, Dealing with Difficult situations.
4. **Developing CRM Strategy** – Role of CRM in business strategy, Managing Customer communications
5. **Measuring Performance of CRM** - Setting standards, Customer Satisfaction, and Portfolio Profitability.
6. **e-CRM** – Importance of e-CRM, Merging CRM and the Internet.
7. **Application of CRM** in different sectors.

#### References:

1. Customer Relationship Management

Emerging Concepts, Tools and Applications - Sheth, Parvatiyar, Shainesh.

2. Handbook of Relationship Marketing – Sheth and Parvatiyar.

3. Customer Relationship Management

A step-by-step approach – H Peeru Mohamed and A Sagadevan



## IM 919 FA

### Multinational Financial Management

**Objective:** The course aims to provide a conceptual framework to understand financial decision making in the international global market. It will prepare the students to identify the different financing mechanisms available in the global market and to assess its potentials and disadvantages. Emphasis will be on the practical application of relevant modern finance techniques and concepts in global settings.

**Unit 1: Working Capital for Multinationals:**

Financing Foreign Trade; Current Asset Management Short Term Financing; Multinational Financial System; International Financing: Equity Financing, Bond Financing, Direct Loans, Bank Financing, Capital Structure.

**Unit 2: Finance for International Operations:**

Equity – based financing in international financing; Bond financing in international financing; Bank financing direct loan; Sources of Funds for Subsidiaries.

**Unit 3: Capital Budgeting for Multinational Corporations:**

Project Appraisal: Introduction, Review of the NPV Approach, Adjusted Present Value (APV) Framework.

**Unit 4: Appraisal in the International Context,** Capital Structure and Cost of Capital, Political Risk Analysis, International Joint Ventures and Transfer Pricing, Country Risk Analysis.

**Unit 5: Managing the Multinational Financial System:**

Multinational Corporate Financial System, Market Imperfections that Enhance the Value of Internal Financial Transactions, Intercompany Fund-flow Mechanisms: Costs and Benefits,.

**Unit 6: Growth of Multinationals:**

Empirical Evidence on the Growth of M N C s

**Unit 7: Concerns of Multinationals:**

Special Issues Facing Multinational Corporations: Transfer Pricing; the Measurement of Transfer Prices, Strategic Considerations in Transfer Pricing, Practical Considerations in Transfer Pricing; Transnational Alliances

**Recommended Books:**

International Financial Management, 9<sup>th</sup> Edition, Jeff Madura, Thomson South-Western.

*Multinational Financial Management, 10<sup>th</sup> Edition, Alan C. Shapiro, Wiley Publications.*

International Financial Management, P.G.Apte, Tata McGraw Hill.

Multinational Financial Management, Madhu Vij, Excel Publications.

## IM 920 FA

### INVESTMENT MANAGEMENT

#### Course Objective

The objectives of this course is to provide the students of finance, in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services. The course aims at helping students pursuing careers in investment community and financial markets.

Pre requisite - The course needs a prior understanding of Security Analysis and basic portfolio concepts.

#### Course Contents

1. Review of Capital Market Theories and Portfolio Concepts.
2. Investment Strategies:
  - a. Active Portfolio Management vs Passive Portfolio Management
  - b. Arbitrage as a tool of investment,
  - c. Equity portfolio vs Fixed income portfolio.
3. Risk management: Asset Allocation- policies and procedure, Diversification in various markets, various asset classes, dynamic asset allocation, hedging
4. Implementation: Choice of instrument or vehicle, trade execution, short selling, management of cost and taxes, monitoring and governance.
5. Management of Investment Institutions:
  - a. Individual vs institutional clients (pension funds and endowments etc),
  - b. Vehicles of investment – mutual funds, close ended funds, hedge funds
  - c. Markets for investment – “upstairs” block markets, organized stock exchanges, futures markets, intermediaries etc.
6. Hedge Funds and other investment alternatives

#### Text Readings

1. Fabozzi Frank J, “**Portfolio and Investment management**”.
2. Bhalla V K, “**Investment management**” S. Chand And Sons
3. Donald E. Fisher and Ronald J. Jordan, “**Security Analysis And Portfolio Management**”, PHI Publication, New Delhi, 1998

#### Suggested Readings

1. Edwin J. Elton and Martin J. Gruber, “**Modern Portfolio Theory And Investment**”, John Wiley and Sons, Singapore, 1996.
2. Bodie, Kane, marcus, Mohanty, “**Investments**”, Tata Mcgraw Hills company, 2006
3. Sharpe William ,”**Investment Management**”
4. Shanbag A N, “**In the Wonderland of Investment**”

## IM- 921 FB

### FINANCIAL RESEARCH

#### COURSE OBJECTIVE:-

To acquaint students with the application of financial tools in industry and prepare them to become a Financial Research Analyst.

#### COURSE CONTENT:-

- 1) **Introduction:** - Introduction to financial research, Basic requisites for the financial research. Areas of research in the field of finance: Researches in Behavioural Finance, Corporate Finance, Stock Markets, Other upcoming fields.
- 2) **Introduction to other Softwares for Analysis** - SPSS: - Getting started with SPSS. Tools used in the field of finance, **EASYREG:** - Getting started with EASYREG. Tools used in the field of finance. **EIEWS:** - Getting started with EIEWS. Tools used in the field of finance.
- 3) **Basics of Financial modeling-** Forecasting on any time series data by using regression and other statistical tools. An overview about econometric tools for time series analysis. An overview about various softwares for financial modelling.
- 4) **Tools & Models:** Distributed lag models, Stationarity of Financial Time series, Multicollinearity, Cointegration test, Volatility models.
- 5) **Financial Modelling in Project Appraisal & Valuation** - Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal, Valuation -Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation
- 6) **Financial Modelling in Portfolio Theory** -Determining Efficient Portfolio, Creating Dynamic Portfolios, Portfolio Insurance, Fixed Income Portfolio Management using software
- 7) **Writing Reports:-** Equity Analysis Report, Project Analysis Report, Financial Research Report

#### Recommended Books:-

1. Damodar Gujrati:- Basic Econometrics, 4<sup>th</sup> edition. Tata Mcgraw hills.
2. MODULES of EIEWS, EASYREG ,SPSS
3. Prasna Chandra.:- Financial Management
4. V.K. Bhalla, Investment management, S.Chand And Sons

## **IM-920 FB**

# **Corporate Restructuring**

**Course Objective:** The basis objective of the course is to give the learners an exposure to various aspects of corporate restructuring tools & techniques with basis focus on financial & aspect.

### **Unit 1: Introduction**

Meaning of Corporate Restructuring, Need & Scope, Historical Background, various modes of Corporate Restructuring, emerging trends in Corporate Restructuring

### **Unit 2: Basics of Corporate Restructuring strategies**

Basic steps in strategic planning, various approaches to formulating strategies, and evaluation of alternatives approaches, formulating a Competitive Strategy

### **Unit 3: Mergers & Corporate Restructuring**

Major types of merger, Theories of Merger, A framework for analysis of Merger, Financing and considerations in merger

### **Unit 4: Others Modes of Corporate Restructuring**

Sell offs & Divestitures; Definition & examples , Spin offs, Equity carve outs, Voluntary Liquidations & Take overs , joint venture , ESOPs, MLPs etc.

### **Unit 5: Funding & Financial Restructuring**

Financial Alternatives, Merits & Demerits, MBOs & LBOs, Reduction & reorganization of Share capital buy-back of shares

### **Unit 6: Deal Structuring**

Financial & Tax Consideration, Methods of payments & leverages, the effect of mode of payment, Post restructuring & Financial Implications.

### **Unit 7: International Merger & Restructuring**

### **Case Studies**

**Book:** Merger, Restructuring & Corporate control- Weston, Chung & Hoara, Person Publication

## IM- 919 HA

### HR FOR BUSINESS EXCELLENCE

**Course Objectives:** The Objective of the course is to acquaint students with the importance of HR role in business excellence and to offer insights into various mode of business excellence.

#### Course Content

1.Theories Of Innovation, Innovation V/S Kaizem, Team & Its Types, Team Building & Its Process, Resistance To Team Building, Performance Evaluation For Teams, Teams V/S Groups, Small Group Activities (SGA) Like Quality And Kaizem Group

2.Total Quality Management: History & Philosophy Of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation & Obtaining Certification, Malcon Bridge Award Criteria, Demings Award, Rajeev Gandhi National Quality Award

3. Problem Solving Tools & Business Process Re-Engineering (BPR): 7 QC Tools, BPR Meaning, Concept, Methodology & Its Implementation Of HR Intervention In BPR

4. TQM in Service & Manufacturing Industries: Understanding the Different Processes & Designing TQM Models For These Industries

5. Turnaround Mgmt. : Meaning, Types, Methodology & Implementation, Barriers To Turnaround & Methods Of Minimizing Them.

6. Change Mgmt.: Theories Of Change, Leading To Change, Resistance To Change, Change Proneness, Visioning, HRM & Culture Of Change

#### **Text Readings:**

1. Pradip N. Khandwala, "Turnaround Excellence Theory & Cases", Response Books, New Delhi,2001
2. Lt. Gen. Ahluwalia J.S (Ed.), "TQM: The Transforming Role Of Quality In A Turbulent World. ", New Delhi, Tata Mcgraw Hill, 1997
3. Madhukar Shukla, "Competing Through Knowledge", Response Books, New Delhi,1999
4. Knouse B Stephen & Milwankee Klisconsin, "Human Resource Management Perspectives On TQM: Concepts & Practices "

## **IM-920 HA**

### **Latest Trends in Human Resource Management**

#### **Unit I Learning Organization**

Learning Organization, Meaning, Characteristics, Single-loop learning V/S Double loop learning. Creating a learning organization.

#### **Unit II Managing Knowledge Workers**

Knowledge management meaning, challenges and trends, E- Learning: Challenges and issues.

#### **Unit III: Psychological Contract**

Psychological contract. Meaning, Importance, Types and managing the psychological contract.

#### **Unit IV Skill Inventory**

Skill Inventories, Competency mapping, Recent Trends in training and development & performance appraisal.

#### **Unit V Human Resource Accounting**

Human Resource Accounting and Audit: Meaning process and importance.

#### **Unit VI: Human Resource Information System**

Human Resource Information System: Meaning and Process

#### **Unit VII Workforce Diversity**

Managing work force diversity – Challenges and Issues

#### **Reference Books**

- Mark, Easterby., Loius, Arajo. (2008). Organizational learning and the learning organization. Sage Publication
- John, C. Maxwell., (2006). The 360 leader. Pearson Publication.
- Gupta, R. K. (2003). Human resource accounting. Anmol Publications.
- Dr. Michael, J. K., & Mohan, T. (2007). Human resources information system. Sage Publication.
- Chaudhari, S. (2004). Effective psychological contract: implications for HR practices. ICFAI University Publication.
- Amar, A.D. (2002). Managing knowledge workers: Unleashing innovation and productivity. Quorum books.
- Pushkala, P. (2002). Managing the organizational melting pot: dilemmas of workplace diversity, Sage Publication.

**IM 919 HB**  
**HUMAN RESOURCE SKILLS**

**Course Objectives:** The objective of the course is to inculcate HR Skills in HR Professionals in order to prepare them to take up challenge of organizations successfully.

**Course Contents :**

**UNIT-I :**

People centric partnership IT - Mistaking the Message, Human Resource Elusive Search for Status and Respect - Measuring Human Resource Effectiveness, Macro Human Resource Issues and Trends in the knowledge of the Economy, Characteristics of Knowledge Workers.

**UNIT-II :**

Learning - Approaches to the Learning, Barriers to Learning, Managing Failure and Success - Bench marking against best practices adopt or reject. Mentoring, Sharing Knowledge, Attracting Talent - From left brain to right call for competencies, Retaining Talent.

**UNIT-III :**

Counseling - Definition - Historical background and origins of Counseling -Dimensions of Counseling - Basics of Counseling - Common Criticisms - Orientation Models - Problem focused models - Work oriented models - Welfare based models -Organization change models - Externally based models - internally based models.

**UNIT-IV:**

Multiple Roles of Counselors - Counseling values vs. Business values to training for Counselors –

Ethical issues in Counseling stress and counseling - Impact of organizations - Systematic approaches – Organization culture different culture and Counseling.

**UNIT-V:**

Preparation of Counseling - Assessing counseling - contracting for counseling - Termination counseling – Preparation of employee - Assessment of employee - Contracting / referring - Enjoying in counseling and termination counseling

**UNIT-VI:**

Performance Counseling - Objectives conditions for effective Counseling - Sequential Process of Performance Counseling - Counseling special types of employees - Training in ethical decision making - Making ethical decisions.

**UNIT-VII:**

Evaluation - Usefulness of evaluation - Record keeping evaluation - Formative and Summative evaluation – Different methods of counseling evaluation - Counseling for improving performance.

**Reference Books:**

1. Work place counselling., Micheal Carrol sage publications, 1999.
2. Introduction to counselling skills - texts and activities, recharge welson jones saga publications 2000.M.A. Human Resource Management: Syllabus (CBCS)44
3. Counselling and guidance - Narayana Rao, S. Tata McGraw Hill, 1992.
4. Personal Counselling J M Faster, Better Yourself Books Bandra, Bombay - 4000050
5. Readings in HRD - Dr T.V. Rao, Oxford & T.B.H. publishing co.Ltd.
6. Indian Case Studeis in Therapeutic - Counselling, Dr. B. J. Prasantham, Christian Counselling Center, Vellore 63 2001.

## IM-920 HB

### Advanced Industrial Psychology

**Main Objective :** To acquaint the students with some kind of organization and human behaviour at Industrial organizational setting. This course shows students how psychology will help them in their careers.

#### Objectives

This course aims at developing the professional knowledge of Industrial Psychology among students by:

- Providing an overview of the various processes and techniques of applying Industrial Psychology.
- Creating a forum for practising the advance skills in assessing and developing employees' personalities at all levels.
- Selecting the key areas and situations where management can and should help
- Assisting employees in increasing performance and career advancement.
- Developing alternative approach to dealing with problem situations in organisations.

**Unit – 1** Industrial Psychology – Definition, Principles, Practices, Problems and Techniques, Tools and Tactics. A Brief history of Industrial and organizational psychology. The Future of Ind. Psychology.

**Unit -2** Working as an Industrial and organizational psychologist, Problems and Areas of Industrial and Organizational Psychology, Research Methods in Industrial Psychology. Requirements of Psychological research. Limitation of Industrial Psychology research, The experimental Method, Naturalistic observation Survey research

**Unit -3** Scope & Development Of Advanced Industrial Psychology: Major problems of industrial psychologist's of Advanced Industrial Psychology. Economic, social and psychological foundation of Advanced Industrial Psychology.

**Unit –4** Psychological Testing- Introduction of psychological Test, Characteristics of psychological Test, Types of Psychological Test, Tests of knowledge, skills and abilities and Limitations of Psychological Testing Programme

**Unit -5** Development of Counselling Skill among HR Managers

- Introduction to the Important Schools of Counselling
- Psychoanalytic Foundations
- Transactional Analysis
- Johari Window
- Rational Emotive Therapy
- Person-Centred Approach to Counselling
- FIRO-B
- Essentials of Skills
- Nonverbal Clues



**Unit -6** Emotional Intelligence : Concept, Framework, Process, techniques, applicability of EI in today's modern world.

**Unit -7** .Creativity and Intelligence – creativity and intelligence, identification of the creative individual. Education for encouraging creativity.Cognitive development, Bruner and Piaget's work on cognitive development and their application to class room situations, Spiritual Intelligence.

**Unit -8** Developmental Social Psychology: Concept of Developmental Social Psychology. Two key concepts : Social and Socialization. Theoretical Background of Developmental Social Psychology. Cognitive Developmental Theory. Social learning theory. Evolutionary Theory. An Ecological theory of Human Development – Anthropological – Psychodynamic approaches.

**Test to be used (Any 10)**

S. K. Pal and K. S. Misra. Test of General Intelligence (TGI-PM) English.

(This test measures general intelligence of college students through six sub tests — word meaning, analogy, classification, number series, code transformation, syllogism.)

Anukool Hyde, Sanjyot Pethe and Upinder Dhar. Emotional Intelligence Scale

(EIS-HPD) English.

(It contains 34 items and measures emotional intelligence through 10 factors — self awareness, empathy, self motivation, emotional stability, managing relation, integrity, self development, value orientation, commitment and altruistic behaviour. It is standardized on executives)

Roquiya Zainuddin & Anjum Ahmed. Spiritual Intelligence Test (SIT-ZA) English.

(This scale consists 78 items. Spiritual Intelligence Test has been classified into six dimensions : I. The inner self, II. The interself, III. Biostoria, IV. Life Perspectives, V. Spiritual Actualization, VI.

Value Orientation. It is standardized on Post Graduate Level age range 21 to 45 years.

N. K. Chadha and Usha Ganesan. Social Intelligence Scale

(SIS-CG) English.

(It measures social intelligence in eight areas-patience, cooperativeness, confidence level, sensitivity, recognition of social environment, tactfulness, sense of humour, and memory. It

is meant for college students.)

M. Rajamanickam. Mental Imagery Questionnaire

(MIQ–R) English

(M.I.Q. is designed to assess the sensory experiences of the individuals. This Questionnaire

consists of six subtests referring to six areas of sensory experiences- (i) visual, (ii) auditory, (iii) gustatory, (iv) olfactory, (v) tactual, and (vi) bodily. Thus on the whole  $15 \times 6 = 90$  items were

included in the Questionnaire. It can be used on school students and adult population.)

A. K. P. Sinha and L. N. K Sinha. Scientific Aptitude Test for College Students

(SATCS–SS) English.

(It contains 34 items and measures scientific aptitude of college going students through 7

areas — (i) experimental bent, (ii) detection of inconsistencies or illogical conclusion, (iii) ability to

arrive conclusions from the data provided, (iv) accuracy of interpretation, (v) ability to reason and

solve problems, (vi) caution and thoroughness and (vii) Accuracy of observation. Norms for selected

scientific, unselected scientific and non-scientific groups were prepared.)

Nirmala Gupta. Career Maturity Inventory

(CMI–G) English

(Attitude Scale and Competency Test. Its attitude scale contains 50 items and maps the various conative aspects — decisiveness, involvement, independence, orientation and compromise in career decision making. The competence test measures the cognitive variables in choosing an occupation. It contains five parts — self appraisal, occupational information, goal selection, planning,

problem solving. It is meant for adolescents studying from 8th to 12th grade and may be

used for college population.)

Manju Mehta. Vocational Attitude Maturity Scale

(VAMS–M) English.

(Based on Crites. It contains 20 items. It measures the vocational maturity of adolescents.)

Vivek Bhargava and Rajshree Bhargava. Career Preference Record

(CPR–BB) English.

(Measures career preference or choices in ten broad areas — Mass Media, Journalism and

Information Technology (MMJ), Artistic and Designing (AD), Science and Technology (ScT), Agriculture

and Horticulture (Ag.), Commercial and Management (CM), Medical Profession (M),

Defence Services (D), Tourism and Hotel Management (TH), Law and Order (LO),

Educational

Administration and Teaching (E). It is found highly reliable and valid standardized on 12th Class students.)

V. P. Sharma, Prabha Shukla and Kiran Shukla. Social Competence Scale

(SCS–SSS) English.

(This scale consist 50 items. This scale is meant for school going children from 14+ years. On the basis of factor analysis, it measures social competence through five factors—pro-social attitude, social competition, social leadership, social tolerance and social maturity.)

Y. Singh and M. Bhargava. Emotional Maturity Scale

(EMS–SB) English.

(It contains 48 items under the five categories—emotional instability, emotional regression, social maladjustment, personality disintegration and lack of independence. Meant for adolescents and adults.)

Judging Emotions By Photographs (JEP)

(1 Manual, Set of 10 Cards & 100 Scoring Sheet)

Upinder Dhar and Manisha Jain. Type A/B Behavioural Pattern Scale

(TABBPS–DJ) English.

(This is a new scale, the necessity of mode-n-time. It identifies individuals with two types of

Personality Patterns—type A & B. There are 33 items in this scale, 17 are related to type A

whereas 16 are related to type B. On the basis of factor analysis six factors were identified in type

A pattern—tenseness, impatience, restlessness, achievement orientation, domineering and work aholic and five factors were identified in type B pattern—complacent, easy going, non-assertive, relaxed and patient. It is found to be satisfactorily reliable and valid and norms are available on 200 subjects of working population. For adults.)

Sanjay Vohra. Locus of Control Scale Indian Adaptation of Levensons Scale

(LCS–VS) English.

(This 24 Likert type Rating items scale measures locus of control in three dimensions, i.e., powerful

on others (P) chance control (C), and Individual Control (I) Meant for above 16 years.)

Ashok K. Kalia and Anita Deswal. General Well-Being Scale

(GWBS–KADA) English.

(This scale consists 55 items in four dimensions : I. Physical Well-being, II. Emotional Wellbeing,

III. Social Well-being, IV. School Well-being. The scale was administered on 200 Adolescents—Male and Female.)

D. S. Sisodia and Pooja Choudhary. Psychological Well-Being Scale

(PWBS–SDCP) English

(The scale consists 50 items in Five Area—I. Satisfaction, II. Efficiency, III. Sociability, IV. Mental

Health, Interpersonal Relation. This scale administered on any age group.)

R. K. Saraswat. Self Concept Questionnaire

(SCQ–S) English.

(This 48 items measures self-concept in six areas — physical, social, temperamental, educational, moral and intellectual of school going children. Age group 14 to 18 years.)

Upinder Dhar and Sanjyot Pethe. Leadership Effectiveness Scale

(LES–DP) English.

(It contains 41 items on five point rating. It is standardized on 395 executive. Its measure 11 area Interpersonal Skills.)

Upinder Dhar and Santosh Dhar. Team Effectiveness Scale

(TES–DD) Hindi/English.

(It contains 20 items on five point response alternatives and it can be successfully used for

screening out individuals who have low team orientation and are likely to have inhibiting influence

on the performance of a team. It has satisfactory reliability and validity. Three factors — dependability,

cooperation and sharing were identified on the basis of factor analysis. Norms are available

on a sample of 350 executive in organizations.)

Upinder Dhar. Humour Effectiveness in Advertising

(HEA–DU) English.

(This test consists of 16 items. It is standardized on 230 marketers & advertisers.)

### **BOOKS :**

1. Duane P. Schultz (1994) ‘ Psychology & Work Today ’ , Prentice Hall, A Simon & Schoster Co. Upper Saddle River, New Jersey, 7458

2. E.J. McCormick & D.K. II gen (1987) ‘Industrial Psychology’ 6 Th ED. Prentice 3. Hall, New Delhi.

3. Anne Anastasi: Field of Industrial Psychology. Mc Graw Hill New York \_ Blum M.L. & Naylor.J.C: Industrial Psychology. It’s theoretical and social foundations, Harper Int. Addition New York \_

4. Blum M.L. & Naylor.J.C (1968): Industrial Psychology theoretical & social foundations, N.Y. Harper International edition