

**DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT
COUNSELING SKILLS FOR MANAGERS**

Objectives:

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Contents:

Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process - Beginning, Developing and Terminating a Counseling Relationship and Follow up; Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling; Special Problems in Counseling; Application of Counseling to Organizational Situations with a Focus on Performance Counseling.

Reference:

1. Cormer L. S. and Hackney H., The Professional Counselor's Process Guide to Helping, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. MacLennan Nigel, Counseling for Managers, Aldershot, Gower, 1996.
3. Moursund J., The Process of Counselling and Therapy., 2nd ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Munro C. A. etc. Counseling: A Skills Approach, Methuen, 1980.
5. Reddy Michael, Counseling at Work. British Psychological Society and Methuen, London and New York, 1987.

**DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT
MANAGING INTERPERSONAL & GROUP PROCESSES**

Objectives:

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Contents:

Group as a Medium of Learning; Developing and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building; Managerial Effectiveness: Traits and Skills; Theories and Perspectives on Effective Leadership; Power and Influence; Charismatic and Transformational Leadership; Conflict and Negotiation, Managerial Effectiveness: Traits and Skills; Theories and Perspectives on Effective Leadership; Power and Influence; Charismatic and Transformational Leadership; Conflict and Negotiation.

Reference:

1. Bennis W. G., Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979.
2. Kolb D. etc., Organizational Behaviour: An Experiential Approach, 5th ed., Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991.
3. Mainiero L. A. & Tromley C. L., Developing Managerial Skills in OB, New Delhi, Prentice Hall of India, 1985.
4. Moore M. D. etc., Inside Organisations: understanding the Human Dimensions, Sage, 1988.

**DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT
ORGANIZATIONAL CHANGE & DEVELOPMENT**

Objectives:

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

Contents:

Organization Change - an Overview; Approaches to Problem Diagnosis; Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills, Designing Interventions - Interpersonal, Team, Inter group and System; Evaluation of OD; The OD Consultant: Role, Skills and Dilemmas; Ethics of OD Professional; Success and Failure of OD; Future of OD & New Perspectives in OD, The OD Consultant: Role, Skills and Dilemmas; Success and Failure of OD; New Perspectives in OD.

Reference:

1. Abad Ahmad, etc. Developing Effective Organisation, New Delhi, Sri Ram Centre for Industrial Relations 1980.
2. De Nitish, Alternative Designs of Human Organisation, London, Sage, 1988.
3. French, W. H. and Bell, C. H., Organization Development, New Delhi, Prentice Hall of India, 1991.
4. French, W H, etc. Organization Development Theory, Practice and Research, 3rd ed. New Delhi, Universal Book Stall, 1990.
5. Harvey D. F. and Brown D. R., An Experiential Approach to Organisation Development, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
6. Huse F. E. and Cummings T. G., Organization; Development and Change, 3rd ed., New York, West, 1985.
7. Sinha Dharani P. etc., Consulting Styles. New Delhi, Vision, 1982.

**DEPARTMENT OF BUSINESS & INDUSTRIAL MANAGEMENT
TRAINING AND DEVELOPMENT**

Objectives:

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and process.

Contents:

Human Resource Development; Training and Development; an Overview. Training Process - an Overview; Training Needs Assessment and Action Research; Instructional Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India. Training trends Worldwide; Strategy and Training; Training Department and Trainers Roles; Technological Advancements in Training; Going Beyond Training Performance Improvement Interventions.

Reference:

1. Beunet, Roger ed. Improving Training Effectiveness, Aldershot, Gower, 1988.
2. Bucklely R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page, 1995.
3. Lynton R. & Pareek U., Training for Development 2nd ed. New Delhi, Vistaar, 1990.
4. Pepper Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984.
5. Rae L., How to Measure Training Effectiveness, Aldershot, Gower, 1984.
6. Reid M. A. etc., Training Interventions: Managing Employee Development, 3rd ed., London, IPM, 1992.
7. Senge P. The Fifth Discipline: The Art and Practice of the Learning Organisation, London, Century, 1992.
8. Bienvenu B. J. "New Priorities in Training", 1969, American Management Association.
9. Binsted Don. "Developments in Interpersonal Skills Training", 1986, Gower, London.
10. Craig Robert L., "Training and Development Handbook", 3rd ed. 1987, McGraw Hill, New York.
11. Kinlaw Dennis C., "Developing Superior Work Teams: Building Quality and the Competitive Edge", 1991, University Associates, California.
12. Lynton Rolf P. and Pareek Udai, "Training for Development", Richard D. Irwin, Homewood Illinois.
13. Singh P. N. "Training for Management Development", 1984, Forum of Asian Managers, Bombay.