

Institute of Management Studies & Research, Jnana Sahyadri, Shankaraghatta - 577 451, Karnataka, India

MBA (Regular)

Course Structure (Proposed, 2017-18)

Course Code	Subject	Credit	Teaching Hours	Internal Assessment	Total Marks				
SEMESTER-I									
101HC	Management Process and Practices	4	4	25	100				
1011IC	Accounting for Managers	4	4	25	100				
102HC	Business Communication	4	4	25	100				
103HC 104HC	Quantitative Techniques	4	4	25	100				
104HC 105HC	Organizational Behavior	4	4	25	100				
105HC	Managerial Economics	4	4	25	100				
100HC	Production and Operations Management	4	4	25	100				
10/110		28	28	175					
	Total 28 28 175 700 SEMESTER-II								
201HC	Human Resources Management	4	4	25	100				
201HC	Marketing Management	4	4	25	100				
203HC	Financial Management	4	4	25	100				
204HC	Research Methodology	4	4	25	100				
205HC	Management Science	4	4	25	100				
206HC	Legal Aspects of Business	4	4	25	100				
200HC	Management Information System and	4	4	25	100				
20/110	Computer Application	7	7	23	100				
	Total	28	28	175	700				
	SEMESTE		20	170	700				
301HC	Entrepreneurship Development and	4	4	25	100				
301110	Management of MSME.		•	25	100				
302HC	Business Ethics and Corporate Governance	4	4	25	100				
303SC	MM: Consumer Behaviour & CRM	(3 x3)	(3 x3)	3X25	300				
	FM: Indian Financial System.	9	9						
	HRM: Training and Management								
	Development								
304SC	MM: Sales, Logistics Management and	(3 x3)	(3 x3)	3X25	300				
	Retailing.	9	9						
	FM: Advanced Corporate Finance								
	HRM: Industrial Relations and Labour								
	Legislation.								
305SC	MM: Advertising and Brand Management.	(3 x3)	(3 x3)	3X25	300				
	FM: Security Analysis and Portfolio	9	9						
	Management								
	HRM: Performance Management.								

P-1 SC	In-plant Training	2	3	10 (Viva)	50			
	*Total	39(28)	40	295	1200			
SEMESTER-IV								
401HC	Strategic Management and Business Policy	4	4	25	100			
402HC	International Business	4	4	25	100			
403SC	MM: Rural Marketing Management	(3 x3)	(3 x3)	3X25	300			
	FM: Corporate Tax Planning	9	9					
	HRM: Strategic Human Resource							
	Management							
404SC	MM: Business & Services Marketing	(3 x3)	(3 x3)	3X25	300			
	FM: Financial Derivatives.	9	9					
	HRM: Organizational Development and							
	Change Management							
405SC	MM: International Marketing.	(3 x3)	(3 x3)	3X25	300			
	FM: International Financial Management	9	9					
	HRM: International Human Resources							
	Management.							
P-2 SC	Concurrent Project work & Viva-voce	4	6	Viva 25	100			
	**Total	39(30)	43	310	1250			

^{*} Students under CBCS scheme need to study Elective Papers of 2 credits in other departments.

The Number of Credits the Students Earn is as under

I Semester : 28

II Semester : 28 + 2 in Elective III Semester : 19 + 2 in Elective

IV Semester : 21

Total Credits = 100 Credits

However the Students are extended an opportunity to choose an additional (duel) Specialization in IIIrd and IVth Semester with additional 9 credits in each semester.

Interdisciplinary Elective Courses: Two courses are offered to the other department students consists two credits each.

Elective – I : Offered during Odd Semester

306	Elective-I Management Skills	2	2	10	50		
Elective –II: Offered during Even Semester							
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406	Elective-II Entrepreneurial Development and	2	2	10	50		
	MSME						

^{**} Students of the Department are offered Duel Specialization where the students can choose two among the three streams of specialization offered (Finance, HR and Marketing)

I Semester M.B.A Program

101. HC. MANAGEMENT PROCESS AND PRACTICES

OBJECTIVE: The objective of this paper is to provide foundation for understanding basic management concepts and to familiarize with current management practice.

COURSE CONTENTS

Module 1: The basic of global management theory and practice;

- Unit 1: Conceptual Frame work of Management Evaluation of Management Thoughts: Classical, Neo- Classical and Modern Management theories. Contemporary Management Thoughts and Contributions to Management
- Unit 2: Roles of managers-Managerial Skills and functions and Levels and types of managers
- Unit 3: Characteristics of excellent companies and successful business leaders and Japanese Management and its unique features management practice of top fortune five hundred Indian Companies.
- Unit 4: Ethics and Systems in Management and Growth of professional management in India

Module II: - Planning and Decision Making

- Unit 1: Nature, types and objectives of Planning, Planning premises, Planning Process and planning instruments.
- Unit 2: Failure of plans-guidelines for effective planning.
- Unit 3: Nature of Decision Making, Process of Decision making, Techniques of Decision making, the rational models of Decision making.
- Unit 4: MBO- Concepts and process of MBO, Strategic planning and implementation

Module III: - Organizing

- Unit 1: Anatomy of an organization Principles of organization, Organizational hierarchy Formal and Informal organization.
- Unit 2: Basic Organization structures.
- Unit 3: Variables in designing an organization structure.
- Unit 4: Grouping of functional activities departmentation Power authority, responsibility Relationship, Line, Staff and Committee, Line & staff conflict basics of Obligation of authority.

Unit 5: Centralization V/S Decentralization Span of Management.

Module IV: - Staffing and Directing.

- Unit 1: Nature and purpose: an introduction to acquisition and maintenance, Approaches and responsibilities of Staffing, Factors influencing staffing.
- Unit 2: Development and retention of personnel in organization.
- Unit 3: Directing; Introduction and Principles of Directing.
- Unit 4: Direction and Supervision, Techniques of direction, effective of supervision, Directing and Human factor-Managerial Models

Module V: - Co-ordination and Controlling.

- **Unit 1:** Co-Ordination Principles and techniques of Co-ordination.
- Unit 2: Problems of Co- Ordination guidelines for forging and effective co-ordination.
- Unit 3: Control Concepts Hemostats, Cybernetics, Feedback, Improvement, Innovation. Systems and Process of control.
- Unit 4: Pre requisites of control, Control techniques and tools ,Problems of in control process and Temporal and behavioral dimensions of control and Essentials of computer based control systems improving effectiveness of control functions.

Unit 5: Emerging issues in Management;

- 1. "Management" by Richard Daft and Daft, PHI, NewDelhi
- 2. "Management" by J.A.F Stoner, R.E.Freemass and D.R.Gilbert.Jr.
- 3. "Business Legends" by Gita Piramal.
- 4. "Principles of Management" by George.R.Terry and Franklin. All India Travelers Book sellers. AIBITS Delhi-51.
- 5. "Principles of Management" by Horold.D.koontz and Cyril J.Donnel,Mc Graw Hill Co., publications.
- 6. Management Theory and Practice by Emest Dale, Mc Graw Hill Co., puplication.
- 7. The practice of management by Peter F Drucker.
- 8. Management Tasks Responsibilties and practice by Peter F Drucker.
- 9. The Effective Executive'by Peter F Drucker
- 10. Principles of Management by L.M Prasad, Sulthan & Chank publication.

102HC: ACCOUNTING FOR MANAGERS

OBJECTIVE:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control.

COURSE CONTENTS

Module: I. Financial Accounting:

Unit 1: Basics of financial accounting.

Unit 2: Indian Accounting Standards

Unit 3: Basics Records Subsidiary books, ledger.

Unit 4: Final accounts & Reconciliation

Unit 5: Inventory Valuations.

Unit 6: Depreciation, Reconciliation.

Module: II. Management Accounting

Unit 1: Marginal Costing.

Unit 2: Budget and budgetary control.

Module: III. Analysis and Interpretation of Financial Statements

Unit 1: Analysis and interpretation of financial statements.

Unit 2: Fund flow statements.

Unit 3: Cash flow statements.

Unit 4: Ratio Analysis.

Module: IV Cost Accounting

Unit 1: Cost concepts.

Unit 2: Methods of costing.

Unit 3: Preparation of Cost Sheet

Unit 3: Process costing.

Unit 4: Job costing.

Module: V: Contemporary Issues in Accounting

Unit-1: IFRS, Human Resource Accounting, Forensic Accounting, Environmental Reporting, Corporate Social Reporting

- 1. Prof. J. Madegowda (1994)"Financial and Management Accounting", Davanagere Imp publishers.
- 2. Prof. J. Madegowda (2012), "Accounting For Managers". Himalaya Publishers
- 3. Prof. J. Madegowda (2007), "Cost Accounting". Himalaya Publishers
- 4. Narayanaswamy R, (2014) Financial Accounting- A managerial perspective, PHI Learning Pvt
- 5. Jawaharlal –Accounting for managers".
- 6. K Khan and Jain .P.K "Management Accounting".
- 7. Maheshwari. S. N-"Financial Accounting".
- 8. Gupta, Ambrish, "Financial Accounting for Management An Analytical Perspective"; Pearson Publications
- 9. Ramachandran and Kakani-Financial Accounting for Management, Tata McGraw Hill
- 10. Vijaykumar M P., "First Lessons in Financial Reporting", Snow White Publications.
- 11. M.N Arora, Management Accounting.

103 HC: BUSINESS COMMUNICATION

Objective: This course aims at familiarizing the students with the nature and scope of business communication, the facets of modern day communication, tools and communication strategies used by the organization in routine and crisis management, orient the importance and role of technology in communication;

Course Structure

Model I: Introduction to Communication

Unit 1: Introduction to managerial communication: Meaning, Importance & objectives - Principles of Communication, Forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication.

Unit 2: Nonverbal communications: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication.

Unit 3: Listening & Speaking, techniques of eliciting response, probing questions, Observation. Business and social etiquettes.

Model II : Corporate Routine Correspondence

Unit 1: Managerial speeches: Principles of Effective Speech & Presentations. Technical & Non-technical presentations. Speech of introduction - speech of thanks - occasional speech - theme speech.

Unit 2: Use of audio visual aids, communication and emotional intelligence, creativity in Presentations, Communication through Telephonic, Video and Skype, Group Discussions.

Module III: Communication for Business Profiling

Unit 1: Interview Techniques: Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews.

Unit 2: Group communication: Importance, Meetings - group discussions. Video-conferencing.

Module IV: Managerial Writing

Unit 1: Introduction to Managerial Writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & Adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters

Unit 2: Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference.

Unit 3: Memos, Preparation of Agenda, Minutes of Meetings, Circulars, Tenders & Notices.

Unit 4: Reports: Types of Business Reports, Style and Tone - Format, Five Ws and one H of Report Writing, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

Module V: Media and Technology in Communication

Unit 1: Media management: The press release – Press conference – Media interviews Group Communication

Unit 2: Impact of Technological Advancement on Business Communication – Technology enabled Communication - Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing

References

- 01. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGrawHill Publishing Company Ltd. New Delhi.
- 02. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
- 03. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.
- 04. Monipally MM, Business communication strategies, McGraw Hill
- 05. Bovee, Till and Schatzman, Business Communication today, Pearson
- 06. Scot Ober, Contemporary Business Communication, Biztantra
- 07. ParagDiwan, Business Communication, Excel Book
- 08. Lesikar, R.V. &Flatley, M.E, Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd.

104HC – QUANTITATIVE TECHNIQUES

OBJECTIVE:

The objective of this course is to make the students familiar with some basic statistical techniques. The main focus however is in their applications in business decision making.

COURSE CONTENTS

Module I – Functions

- Unit 1: Introduction, Nominal and effective rate of interest, Compound interest, Present value, Depreciation.
- Unit 2: Application of functions some special functions. AP and GP and their Managerial Application matrices- their operations, Adjoins, Determinant, Rank
- Unit 3: Inverse of a matrix and their application.

Module II - Calculus

- Unit 1: Differentiation rules, standard derivatives, Criteria for Maxima and Minima, Partial differentiation Partial derivatives of two or more variables, Maximum and Minimum values of functions of two or three variables.
- Unit 2: Integration, The idea of definite and indefinite integrals their valuation in Simple Cases.

Module III - Frequency Distribution and Analysis

- Unit 1: Data analysis Measures of central tendency Mean, Media, and Mode.
- Unit 2: Measures of Dispersion mean deviation and standard deviation.
- Unit 3: Co-efficient of variation.
- Unit 4: Simple correlation and regression analysis.
- Unit 5: Time series analysis, forecasting and Index Numbers.

Module IV- Probability Theory

Unit 1: Probability theory and Probability Distribution Binomial, Poisson, normal and Exponential Distribution.

Module V- Sampling

- Unit 1: Methods of sampling, probability and Non-probability Methods. Judgment, Quota and Convenience sampling, simple Random Sampling, stratified Sampling, and Cluster sampling.
- Unit 2: Estimating the parameters (Mean, Variance, and SD) standard Error.
- Unit 3: determination of the sample size.

- 1. Business Statistics by S.P Gupta and M.P. Gupta. New Delhi, Sultan Chand 1997.
- 2. Statistics for management by Levin Richard I and Rubin David New Jersey prentice Hall inc 1995.
- 3. Mathematics for management by N.Raghavachari. Tata Mc Graw Hill Co., publication.
- 4. Fundamentals of statistics D.N. Elthanco. Sultan Chand & co. publication.
- 5. problems and solutions in business mathematics V.K Kapoor. Sultan chand & co. publication.
- 6. V.Sundareshan and S.D Jayasheelan Business mathematics. Sultan chand & co. publication
- 7. Gorak Prasad Text Book on Differential calculus Pothishala Private Co ltd Allahabad Publication.
- 8. Abe Mizrahi and Michael Sullivan Calculus with application in business John Wiley and sons Publication.

105HC: ORGANISATIONAL BEHAVIOUR

OBJECTIVE: The objective of this course is to familiarize the students with basic concept of behavioral processes in the organization and its effectiveness.

COURSE CONTENTS

Module 1: Fundamentals of organization behaviour

- Unit 1: Introduction to organization behaviour –fundamental concepts.
- Unit 2: Nature and scope of organization behavior, Historical perspective of OB.
- Unit 3: Models of organization behavior, Managerial, Organizational and Global Challenges to Organization Behavior Manager

Module 2: The Individual

- Unit 1: Foundations of individual behaviour -individual Differences, Model of man.
- Unit 2: Personality –concept of personality, determinants of personality, personality theories, cases.
- Unit 3: Perception –Meaning and importance of perception, perception process, factors influencing perception, cases
- Unit 4: Attitudes- Nature of Attitudes, Components of Attitudes, Sources and Measurement of attitude, changing attitudes and its barriers, cases.

Module 3: The Group

- Unit 1: Foundation of group behaviour –Meaning and Nature of Group, Stages of Group Development and its Types, Group Norms cohesiveness, cases.
- Unit 2: Motivation Meaning and importance of motivation, motivational techniques, theories of motivation, cases.

Module 4: The Organization

- Unit 1: Employee counseling and inter personal behaviour Importance of Counseling, counseling functions, The Manager's Counseling Role, Transactional Analysis, Self concept, Life positions.
- Unit 2: Leadership Nature and Characteristics, Leadership styles, Leadership Theories, Cases.
- Unit 3: Team Building and Participative Management Meaning and importance of Team building and participative management, Types, Team Building Techniques, Benefits of participation, Cases.
- Unit 4: Conflict Management Nature of conflict, Types and sources of conflict, conflict Management, Cases.

MODULE 5: The Dynamics of Organization

- Unit 1: Organization culture Meeting and Characteristics, Types and Functions Of Culture, Creating, Sustaining and Changing a Culture.
- Unit 2: Organization Change- meaning and Nature of Change, Importance, Change Implementation, Cases.
- Unit 3: Organization Development- Meaning and Characteristics, importance, Steps in OD Process, Techniques OD, Cases.

- 1. Robbins, S.P. Organizational behavior, Prentice Hall of India.
- 2. Robert A. Baron and Jerald Green Berg, Organizational behavior, Prentice Hall of India.
- 3. Luthans, F. Organizational Behavior, Tata Mc-Graw Hill, New York.
- 4. Keith Davis and Newstrom, Organizational Behavior, Tata Mc-Graw Hill, New York.
- 5. Sharma, R.A. Organizational theory and behavior, Tata Mc-Graw Hill New York.
- 6. Gergory Moorhead and Ricky W Griffin, Organizational behavior, Jaico Publishing. House, Mumbai.
- 7. Davis, Human Behavior at Work and Organizational Behavior Tata Mc-Graw Hill New York.
- 8. Uday Pareek, Understanding Organizational Behavior, oxford and IBH Publications, Jaipur.
- 9. Rao, V.S.P and Narayana, P.S. Organization Theory and Behavior, Konark Publishers, New York.
- 10. Shashi k. Gupta, Organizational Behavior, Kalyani Publishers, New Delhi.
- 11. Ashwathappa, Organizational behavior, HP, publisher.

106 HC: MANAGERIAL ECONOMICS

OBJECTIVE:

The course, primarily micro economics in character, exposes the tools of economics and its managerial applications, concepts in resource allocation, pricing policies and practices in present scenario.

COURSE CONTENTS

Module 1: Managerial Economics

Unit1: Managerial Economics: introduction, basic concepts, application in business decision-making.

Unit 2: Fundamental concepts. Managerial Theory of firm – objectives of firms. Factors influencing the managerial decisions

Module 2: Demand Analysis and Forecasting

Unit1: Demand and Supply Analysis: determinants, equilibrium, types of demand, determinants of demand, demand function,

Unit 2: Elasticity, demand forecasting and estimating methods

Module 3: Production and Cost Analysis

Unit 1: Production and Cost Analysis: production functions- short run and long run decisions, equilibrium, Iso-quant and Iso-cost, returns to scale, economies of scale and scope,

Unit 2: cost functions, and profit functions, total, average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.

Unit 3: The concepts of profit and Profit planning, break-even analysis.

Module 4: Market Structure and Price Determination

Unit1: Market Analysis: market forms, perfect competition, monopoly, monopolistic, oligopoly.

Unit 2: Price and output determination in perfect, monopoly, monopolistic, and oligopoly markets. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, measures of competition, game theory.

Unit 3: Pricing Methods and Strategies

Module 5: National Income and Business Cycle

Unit 1: National Income Accounting: concepts of GDP, NNP, per capita income, PPP National income accounting in India.

Unit 2: Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement, Coping strategies for business.

- 1. Managerial Economics by Domanick Salotore, PHI, Pblication, International edition, New Dehli,
- 2. Managerial Economics by Mote.V.L. paul Samuel & gupta G S. Tata Mc Graw Hill Publication.
- 3. Managerial Economics by Joel D ean, Pretence Hall of India publication.
- 4. Managerial Economics- Analysis and Cases by Hayness, William Warren Etal Vakils, Peter & Sons (Pvt) Ltd, Bombay Publication.
- 5. Managerial Economics by P.L.Mehtha Sulthan & Sons Publication.
- 6. Managerial Economics by Peterson and Levis, PHI,.
- 7. Managerial Economics by G.S.Gupta, Tata Mc Graw Hill Publication.
- 8. Managerial Economics by Spencer, H.H & L.Siegelmen, Richard D.Irwin Publication.
- 9. Managerial Economics by C.P Chopra. Tta Mc Graw Hill Publication.
- 10. Macro Economics by Samulson
- 11. Macro Economics Ahuja

107 HC: PRODUCTION AND OPERATIONS MANAGEMENT

OBJECTIVE: To acquaint the students with the basic of production and operations management.

Course Contents

Module 1: Nature and scope of Production Management

Unit 1: Evolution of Production Functions.

Unit 2: Industrial Location-Location of facilities.

Unit 3: Plant Layout-Meaning, Principles and types.

Unit 4: Plant Utilities-Lighting, Ventilation and Industrial Sanitation.

Module 2: Operations Decisions

Unit 1: Production Planning, and Control.

Unit2: Scheduling & Sequencing

Unit 3: Work-Study.

Module 3: Purchase Management

Unit 1: Purchase fundamentals-Importance of Purchasing, Objectives.

Unit 2: Purchasing policies-Vendor Rating, Value analysis, Make or Buy decisions.

Unit 3: Stores Management.

Module 4: Material Management

Unit 1: Inventory Management.

Unit 2: ABC and other classification of materials.

Unit 3: Material requirement Planning. JIT.

Unit4: Material handling.

Module 5: Management of quality.

Unit 1: Definition and Concept of quality, Producer's and consumer's risk.

Unit 2: Statistical Quality Control-Control Charts, Pareto Chart, Cause and Effect Diagram, Histogram, Stratification, Scatter Diagram, Check Sheets.

Unit 3: ISO 9000-Benefits, ISO-9001-9003, Requirement of ISO 9000.

Unit 4: Six Sigma-Meaning, Steps for Implementation.

- 1. Production and operations Management by Everett, Adam Jr, Ebert, PretenceHall of India.
- 2. Production and operations Management by Howards J.Weiss, Mark E.Gershon, Allyn and Bacon.
- 3. Production and operations Management by Keith Lockyer, Alan Muhlemann, John Oakland ELBS.
- 4. Production and operations Management by S.N.Chary, Tata Mc Graw Hill Publishing Company Ltd.
- 5. Production and operations Management by K Ashwathappa and Bhatt, Himalaya publishing house.
- 6. Production and operations Management by Kanishka Bedi, Oxford Publication.
- 7. Production and operations Management by Chunawalla, Himalaya Publications.
- 8. Production and operations Management by Ray Wild, ELBS.
- 9. Production and operations Management by Chase/Aquilano
- 10. Elements of Production Planning and Control by Samuel Elion, Universal Publication, Mumbai.

II Semester M.B.A Programme

201 HC: HUMAN RESOURCE MANAGEMENT

OBJECTIVES: The objective of this course is to sensitize students to the various facets of

Managing people and create an understanding of the various policies and

Practices of Human Resources Management.

Course Contents

MODULE I: Introduction to Human Resource Management

Unit 1: Introduction-Definition, Nature, Scope, Objectives, Policy Goals of HRM, Personnel Management, HRM and Its Influence on Organizational Performance

Unit 2: Evolution and Development of HRM, Functions of HRM; Personnel Policy, Records and Reports.

Unit 3: Human Capital Management, Definition; Human Capital and Human Resource Management; the Concept of Human Capital; Human Capital Management; Practice and Strategy; Human Capital Measurement; Human Capital Reporting;

Unit 4: Competency Based HRM; Types of Competencies; Competency Frameworks; Reasons for Using Competencies; Developing a Competency Framework; Defining technical competencies; Key to Success in Using Competencies: Emotional Intelligence:

MODULE II: Human Resource Planning and Procurement

Unit 1: human resource planning-meaning and importance of HRP, Need, process of HRP; Resourcing Strategy: Scenario Planning; Estimating Future Human Resource Requirements; Labor Turnover; Action planning; The Contribution of HR to Human Resource Planning

Unit 2: Job Analysis- Meaning, Importance, Purpose, Job Description and Job Specification Job Enrichment, and Job Enlargement

Unit 3: Recruitment: Process, Defining Requirements; Attracting Candidates Advertising, E-recruitment; Outsourcing Recruitment; Educational and Training Establishment; Application

forms; Sifting applications; Outsourcing Importance, Types and Techniques of Recruitment; Unit-4: Selection: Purpose, Advantages and Disadvantages of Interview; the Nature of and Interview; Interviewing Arrangements; Preparation; Planning and Structuring interviews; Interviewing Approaches; Selection Tests: Methods, Placement and Induction.

MODULE III: Human Resource Appraisal and Development

- Unit 1: Human Resource Appraisal- Meaning and importance of HRA, Aims of Performance Appraisal; Performance management and Performance Appraisal; Reviewing Performance; Rating performance; Methods and Evaluation.
- Unit-2: Human Resource Development; Meaning and process of Learning and Development; HRD philosophy, Components of HRD and Its Importance, Impact on Organizational Development, Learning and Development, E-learning
- Unit 2: Human Resource Training- Meaning, Importance, Need, Training Need Analysis, Methods and Evaluation.

MODULE IV: Human Resource Motivation and Compensation

- Unit 1: Human Resource Motivation- Meaning and importance of Motivation, Need, Types, Techniques, Theories of Motivation.
- Unit 2: Human Resource Mobility- Importance and Purpose, Promotion, Demotion, Transfer, Separation, Absenteeism, Labor Turnover.
- Unit-3: Human Resource Compensation- Reward; Total Reward; aims of Reward; Strategic Reward; the Structure of Reward Strategy; Grade Pay Structure; Types of Grade Pay Structure; Contingent Pay, Performance Related Pay; Competence Related Pay; Skill Based Pay; Service Related pay

MODULE V: Industrial Relations and Administrations

- Unit 1: Administration of Discipline- Meaning and importance, Objectives, Guidelines and Procedure.
- Unit 2: Management of Grievances- Meaning, Causes, Handling and Redressed procedure.

- Unit 3: Labor Management Relations- Industrial Disputes, Types, Causes, Procedure for settlement, Government and Industrial relations Programmers.
- Unit 4: Trade Unions- Features, Objectives, Principles, Functions of Trade Union.

- 1. C.B. Memoria, Personnel Management,
- 2. K. Aswathappa, Human Resource Management. Tata Mc-Graw Hill New York.
- 3. C.S. Venkata Ratnam, Personnel Management. Tata Mc-Graw Hill New York.
- 4. C.B. Gupta, Human Resource Management, Sultan Chand & Sons, New Delhi.
- 5. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi.
- 6. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
- 7. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
- 8. A.M. Sharma, Personnel Management and Human Resource Management, Himalaya Publishing House, Mumbai.

202 HC: MARKETING MANAGEMENT

OBJECTIVE: The purpose of this course is to develop an understanding of the underlying Concepts, strategies and issues involved in the Marketing of products and Services.

Course Contents

Module I: Understanding Marketing Management

- Unit 1: Introduction: Meaning and Definition, nature of marketing management, core concepts, scope of modern marketing / services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Holistic Concepts,
- Unit 2: Marketing environment, SWOC analysis, strategic marketing plan, marketing organization and controlling,
- Unit 3: Elements of Marketing Mix, Classification of goods & services. Types of markets and E-marketing portals.

Module II- Consumer Behavior and Marketing Research

- Unit 1: Consumer Behavior consumer & buyer behavior process, models of consumer behavior. Factors influence on consumer behavior,
- Unit 2: Marketing research and market intelligence, Marketing information system.
- Unit 3: Customer value and satisfaction, customer life time value, consumer v/s organizational markets

Module III-Target Marketing Strategies

- Unit 1: Market Segmentation, Targeting and Positioning (STP): concept of segmentation and targeting, basis for segmentation. Segmentation for consumer products and business products
- Unit 2: Target marketing and strategies, product positioning strategies. Segmentation of organizational markets. Dynamics in market segmentation.

Module IV- Managing Marketing Offer

- Unit 1: Product & Price: Product, types, tangible and intangible spectrum, product Mix and Product Line strategies, levels of product, Branding, types of brands, brand building, measuring brand equity. Packaging and labeling.
- Unit 2: New product and process of new product development, product life cycle and strategies.
- Unit 3: Pricing- Pricing process, General pricing approaches, new product pricing strategies, Public policy and pricing.

Module V- Promotion and Place Mix

- Unit 1: Integrated marketing communication- elements of promotion mix, Marketing communication process, models of communication,
- Unit 2: Publicity, Advertising and public relations, Personal selling and sales promotion. Direct marketing and online marketing.
- Unit 3: Physical distribution, Distribution channels and levels, logistics management, Channel design and administration, e-channels and social network, Public policy and distribution decisions.

References:

- 1. Marketing Management Philip Kotler, Prentice Hall India, (New edition)
- 2. Basic Marketing Perault
- 3. Fundamentals of Marketing William Stanton, Pearson,
- 4. Principles of Marketing Philip Kotler and Garry Armstrong, PHI
- 5. Marketing Management H,N Ramesh & V Murugaiah,CBH
- 6. Marketing Management Rajan Saxena, TMH
- 7. Marketing Management Zickmund ,PHI
- 8. Marketing Ramesh Kumar, TMH

203HC: FINANCIAL MANAGEMENT

OBJECTIVE: The Purpose of this course is to acquaint the students with the Broad framework of financial decision- making in a business Unit.

COURSE CONTENTS

Module I: Introduction Fundamental concepts in Financial Management

- Unit 1: Scope of Financial Management & Evolution of Financial Management.
- Unit 2: Objectives of Financial Management and Financial decision areas.
- Unit 3: Fundamentals of Risk and Return analysis
- Unit 4: Time Value of Money- Future value of single cash flow & annuity, Present value of single cash flow, annuity & perpetuity. Simple interest and Compound interest, Capital recovery and loan amortization.

Module II: Capital Structure decisions

- Unit 1: Cost of Capital: Basic concepts, Cost of debenture capital, cost of preferential capital, Cost of equity capital, Determination of Weighted Average Cost of capital, Factors affecting Capital Structure and Sources of Finance
- Unit 2: Leverage and value of the firm, EBIT & EPS analysis.
- Unit 3: Theories of capital structure: N.I. theory, NOI Theory, Traditional approaches, M.M. Theory.

Module III: Investment Decision

- Unit 1: Capital Budgeting- Basic Concepts, Methods- Non-discounted and time-adjusted methods
- Unit 2: Risk and uncertainty, Time-adjusted methods for evaluation of Risk and uncertainty.
- Unit 3: Working Capital Management:- Meaning, Importance, Determinants, Analysis of Working Capital components, Basics of Receivables, Inventories,

Module IV: Dividend Decision

Unit 1: Introduction, Factors affecting dividend policy, Types of dividend policies & Bonus shares.

Unit 2: Theories of dividend: Relevant (M.M Theory) and Irrelevant (Walter's & Gordon's Theory) Theories

Unit 3: Corporate dividend policy in practice.

Module V: Market for Capital Securities

Unit 1: Introduction to Stock Exchange, Trading procedure in Stock exchanges,

Unit 2: SEBI and Stock Market regulation.

Unit 3: Emerging Issues in Financial Management: (Theory Only) Derivatives, Mergers & Acquisitions, Behavioral Finance, Financial Modelling, Financial engineering

- 1. Financial Management by IM Pandye
- 2. Financial Management by Khan & Jain.
- 3. "Techniques of Financial Management" By V.S. Murthy, Sindhu Publications, Bombay.
- 4. "Fundamentals of Financial Management" By James C. Van Horne. Prentice Hall of India Publication.
- 5. "Working Capital Management" By V.E. Ramamorthy, Institute of Financial Management.
- 6. "Financial Decision-Making" By J. Hampton, Prentice Hall of India Publication.
- 7. "Managerial Finance"-By Weston J.F. & P.Brigham.Holt, Ranchart and Winston Publication.
- 8. "Financial Management & Control" By S.K.Chakravorty, K.K.Bhattacharya, N.K.Rao and P.K.Sen, Mac Millian India Ltd., Publication.
- 9. "Essentials of Financial Management"-By Walker-Prentice Hall of India Publication.
- 10. Financial Management by Prasanna Chandra.
- 11. Financial Management by Ravi Kishor

204HC: RESEARCH METHODOLOGY

Objectives: this course at orienting the students with the basic concepts of research, methodology adopted for pursuing effective research, nature and scope of contemporary research, quantitative tools used by the researcher in the process of analyzing the data, technology and its aid in the research process, and report writing techniques.

Course Content

Module – I: Introduction to Research

Unit 1: Definition of Research, Managerial Decision and Research, sources of information, scientific tenets of research, induction and deduction.

Unit 2: Types of Research Designs – Exploratory Research, Conclusive Research, Modeling Research, Research Process.

Unit 3: Research concepts – constructs, propositions and hypotheses, Features of a good Research Study, and Ethical issues in research.

Module – II: Research problems and process of identifying problem

Unit 1: Literature Review, Sources of Literature, Process of conducting Literature Review

Unit 2: Identification and Selection of Research Problem, formulation of the Problem, Evaluation of the Problem, Criteria and sources for identifying the problem, process of defining the problem.

Unit 3: Research proposal, Meaning, Need, types and contents.

Module – III: Research tools and process of designing research tools

Unit 1: Sampling design, Methods, sampling plan and Sample size determination

- Unit 2: Measurement and Scaling, Types of data, Primary data collection (Methods of Data Collection), Secondary data (Sources of Data). Measurement of qualitative data, attitude measurement.
- Unit 3: Questionnaire Designing; Types of Questionnaire; Questionnaire Design Procedure, Pilot test, validity and reliability of Questionnaire, Cronbachs alpha, interview schedule

Module – IV: Tools for Statistical Analysis

- Unit 1: Basic statistical measures- mean, median, mode, standard deviation, co-efficient of variation, Frequency distribution, Cumulative frequency distribution, Charts.
- Unit 2: Point and Interval Estimates of Means and Proportions; Types of Hypotheses, Types of error, Statistical experiment and its design.
- Unit 3: Testing of Hypothesis One sample and Two Samples Z & t tests for means and variances, Chi-Square Test- for testing independence of categorized data; goodness of fitness test, Time series analysis.
- Unit 4: Non-parametric tests one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test
- Unit 5: Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression. ANOVA Completely Randomized Design, Randomized Complete Block Design, Latin Square Design, Factorial Design. Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

Module – V: Report Writing

Types of report- technical report, survey based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

Reference Books

- 01. Cooper and Schindler, Business Research Methods, Tata McGraw Hill, New Delhi, 2006.
- 02. Zikmund, Business Research Methods, Cengage Learning, New delhi
- 03. Panneerselvam, R., Research Methodology, PHI Learning Pvt. Ltd., New Delhi, 2004
- 04. Research Methodology,- Kothari
- 05. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7th Edition)
- 06. Boyd, Westfall & Stasch, Marketing research Text & Cases, AITBS, New Delhi 2004.
- 07. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
- 08. Festinger. L & D. Katz: RESEARCH METHODS IN BEHAVIOURAL SCIENCE.
- 09. Sellitz., et al: RESEARCH METHODS IN SOCIAL RELATIONS, John Wiley, London.

205HC MANAGEMENT SCIENCE

OBJECTIVE:

The objective of this course is to develop an understanding of basic Management science techniques and their role in managerial decision making.

COURSE CONTENTS

Module I: Introduction to Management Science

- **Unit 1:**Basics of Management Science-Introduction, Definition, Development of Management Science, Characteristics, Scope of Management science.
- Unit 2: Phases and Models of Management science-Main Phases of Management science,

Modeling, Different types of Models.

Module II: Linear programming

- **Unit 1:** Introduction, Importance and Scope, Quantitative Techniques in Business Activities, Optimization Concept, Operations Research Models, Linear Programming, Introduction to Linear Programming, Problem Formulation, Product Mix and various Managerial Applications.
- **Unit 2:** Graphical Method of problem solving, Alternate solution of Linear Programming Problems, Simplex Method, Duality in Linear Programming, Formulation of Dual Problems, advantages, Its Economic Interpretation.
- **Unit 3:**Simplex Method-Introduction, Basic Terminologies, Simplex procedure and solution to the problems, Artificial variables techniques (Big-M method) Degeneracy.

Module III: Assignment and Transportation Models

- **Unit 1:** Assignment: Introduction Row Minimum, Column Minimum, Iteration, Balanced, Unbalanced, Infeasible, Maximization, Objectives, Applications, Travelling Salesman problem.
- Unit 2:Nature and Scope of Transportation and Allocation Models, Methods of Allocation, Different Methods for Finding Initial Solution VAM, N-W Corner Rule, and Other Methods, Degeneracy, Finding Optimal Solution, Test for Optimality, Imbalance in Total Availability and Total Requirement, Impossible Shipments, Alternate Methods of Solutions, and Maximization as Objective Applications.

Module IV: Theory of Games, Replacement and Inventory Models

- **Unit 1:** Introduction, Assumptions of Game Theory, Two Person Zero sum games, Solution to games, Saddle Point, Dominance Rule, Mixed Strategy, Graphical Method of Solving (2Xn) and (mX2) games, Importance and Limitations of Game Theory.
- **Unit 2:** Replacement: Introduction, Machines Replacement Models, Replacement of Items Deteriorating with Time, Replacement of Items that fail completely; and Description of Application Areas like staffing problems.

Module V: Project Management

- **Unit 1:**Introduction-Importance, Basic Concepts, Historical Evolution, Applications, Network Terminologies, Network Representation.
- **Unit 2:** Critical Path Method-Introduction, Critical Path, Early Start, Late Finish, Total and Fees Slack of the Project and PERT Model-Meaning-Expected Time, Probability of activities and Project Completion, Standard Deviation, Variance.
- **Unit 4:**CPM Model- Introduction Cost of the Project, Cost of Crashing, Minimum and optimum Project Duration through Crashing.

- 1. S.D.Sharma, "Operation Research" Kedarnath Ram & Co. Meerut.
- 2. Prem Kumar Gupta, "Operation Research". S. Chand & Co.Ltd., New Delhi.
- 3. V.K.Kapoor, "Operation Research". Sultan Chand & Sons, New Delhi.
- 4. K.K.Chawla, "Practical Problems in Operation Research", Kalyani Publishers, Ludiyana.
- 5. N.P. Agarwal, Sonia Agarwal, and Himanshu Saxena, Quantitative Techniques.
- 6. K. Shridhar Bhat, Operation Research and Quantitative Techniques, Himalaya publishing house.
- 7. J K Sharma. Operations Research, Macmillan.
- 8. Anderson, Sweeney, Williams., Quantitaive Methods for Business, Thomson.
- 9. Srivastava and Others., Quantitative Techniques, New Age International.
- 10. Barry Render, Ralph Stair and Michael Hanna., Quantitative Analysis, Pearson.

206 HC: LEGAL ASPECTS OF BUSINESS

OBJECTIVE: The Course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

COURSE CONTENTS

Module I: Indian Contract Act, 1872

Unit 1: Meaning of contract, agreement, essential elements of a valid contract.

Unit 2: Law of agency-meaning, creation and termination of agency.

Module II-Bailment & CPA

Unit 1: Bailment and Pledge- meaning, rights and duties of bailor and bailee.

Unit 2: Sale of Goods- Meaning, Conditions and Warranties, Consumer Protection Act-1986

Module III: Companies Act

Unit 1: Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association & Articles of Association.

Unit 2: Prospectus, Promoters, Shares, Share capital and Membership, Directors-Powers, Rights & Duties and Meetings.

Unit 3: Reconstruction, Amalgamation and Winding up of Company.

Unit 4: Provisions of Companies Act 2013, CSR Rules 2013.

Module IV: Intellectual Property Act and Cyber Law

Unit 1: Patent Provisions, Infringement of patent rights and remedies for infringement.

Unit 2: Copyrights Provisions, Infringement of copyrights, remedies for infringement.

Unit 3: Trade Marks Provisions, Offences and Penalties.

Unit 4: Cyber Law, Electronic media, Cyber Space, Internet, Website

Unit 5: Information Technology Act 2000, E-Commerce, Digital signature, Cyber Crime and Remedies for cyber offences.

Module V: Other Acts

- **Unit 1:** Meaning, scope and objectives of- Competition Act, 2002, FEMA, 1999, Environment Protection Act, 1986.
- Unit 2: Meaning, scope and objectives of Industries Development and Regulation Act (IDRA)
- **Unit 3:** Security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract Act, Laws pertaining to stock exchanges, SARFESI Act.

- 1. Business and Society Lawrence and Weber, 12/e, Tata McGraw-Hill, 2010.
- 2. Civic Sense Prakash Pillappa, Excel BOOKS, 2012.
- 3. Business, Government, and Society: A Managerial Perspective, Text and Cases John F. Steiner, 12/e, McGraw-Hill, 2011.
- 4. Business and Government Francis Cherunilam, HPH.
- 5. Business Law for Managers, Goel P. K, Biztantra, 2012.
- Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V
 & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.
- 7. Mercantile Law, N.D Kapoor.

207 HC: MANAGEMENT INFORMATION SYSTEM AND COMPUTER

APPLICATIONS

OBJECTIVES: To acquaint the students with the fundamentals of Management information system, Computers and 'C' Programming.

COURSE CONTENTS

Module I: Introduction and Basics Management Information Systems

- Unit 1: Management Information System-MIS concept, Definition, Role of MIS, MIS and Computers.
- Unit 2: Information concepts: information Concepts, 3 dimensions of quality information, classification of information, value of information, MIS and Information Concepts.
- Unit 3: Systems Concept -Systems Concept, System control, Types of systems, MIS and System concept.
- Unit 4: System Analysis and Design-Introduction, the need for system analysis, system development model, system development life cycle, structural system, analysis and design (SSAD)
- Unit 5: Ethics in an Information System- Basic Concepts-Responsibility, accountability and liability, candidate ethical principles, Professional code of conduct, ethical issues, social issues political issues, trade secrets, copyrights patents.

Module II: Applications of Management Information Systems

- Unit 1: Introduction to ERP-Evolution of ERP, What is ERP, Reasons of growth, Advantage of ERP
- Unit 2: Benefits of ERP-reduction of lead-time, onlime shipment, reduction is cycle time, better customer satisfaction.
- Unit 3: Businesses Modeling for ERP-An overview, Building the business model, ERP and Competitive Advantage

Unit 4: ERP Implementation Life Cycle

Module III: Computer Software and Internet Concepts

Unit 1: Generation of Programming Languages

Unit 2: Computer Networks-Meaning Types.

Unit 3: Emails, URL Protocols, and TCP/IP

Unit 4: Understanding the Internet, LAN, MAN, WAN

Unit 5: Telnet, Usenet, Goper, Archie, Jughead, Veronica and WWW

Module IV: Introduction to Web Design and Application Programs

Unit 1: Basics of HTML, CSS, XML, HTML 5.0, HTTP, SMTP, VRML

Unit 2: MS EXCEL Work Sheet and Excel Table Basics, Work Book Management, Formula Basics, V and H look up Functions, Filtering, Sorting, Pivot Table Report, Pivot Chart Reports.

Unit 3: MS POWERPOINT: Creating a presentation, Format slides or presentations, working with graphics and charts, Animation effects, Add Sounds and Movies.

Unit 4: Introduction to MS access data bases, templates of different data bases, introduction to MS outlook at its templates.

Module 5: Introduction to 'C' Programming

C-Programming Fundamentals- Data types, arithmetic and logical operators, if-else, Multiple if-else, Do-while, while loops, 1-dimensions array 2-dimensions arrays.

- 1. Management Information Systems-Jawadekar, Tata McGraw Hill.
- 2. Management Information-Sadagopan, Prentice Hall of India.
- 3. Management Information System-James Obrein, Tata McGraw Hill.

- 4. Management Information Systems-James Laudon and Keneith Laudon, Prentice Hall of India.
- 5. Management Information Systems-Oslon Davis.
- 6. Enterprise Resource Planning- Alexis Leon.
- 7. Enterprise Resource Planning- Kumar Garg and N.K. Venkatakrishna, Prentice Hall of India.
- 8. Let Us C-Yashwant Kanetkar, BPB Publications.
- 9. Anci C-G.Balaguruswamy Tata McGraw Hill.
- 10. Computer Concepts-P.B.Kotur.
- 11. Internet in Nutshell-Alexis Leon and Mathew Leon.
- 12. Computers for Your Future.
- 13. Head First Web Design Ethan Watrall & Joff Siarto.
- 14. Web Technologies Godbole & Atul Kahate.
- 15. Basandra SK Computers Today (Galgotia, 1st Edition)
- 16. Leon A and Leon M Introduction to Computers (Leon Vikas, 1st Edition).
- 17. Kakkar DN, Goyal R Computer Applications in Management (New Age, 1st Edition)
- 18. Mansfield, Ron the compact Guide to Microsoft office, BPB Publication, Delhi.

III Semester MBA Programme

301HC: ENTREPRENEURIAL DEVELOPMENT AND MANAGEMENT OF MSMES

OBJECTIVES: To expose the students to the various aspects of Entrepreneurship and to make students to understand the concept, process and development project management in MSMEs.

Module I: Fundamentals of Entrepreneurship:

- Unit 1: Nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship, Types of Functions of Entrepreneurs.
- Unit 2: A Conceptual Model of Entrepreneur.
- Unit 3: Theories of Entrepreneurship Schumpeter, Walker and Drunker.
- Unit 4: Entrepreneur V/S Intrapreneur, Classification of entrepreneurs.

Module II: Growth of Entrepreneurship

- Unit 1: Factors deterring the growth of Entrepreneurship including environmental factors and Psychological inputs to develop entrepreneurial personality.
- Unit 2: Motivation Development- Factors affecting entrepreneurial development, Entrepreneurial ambitions, Compelling factors and facilitating factors, Kakinada experiment.
- Unit 3: Women Entrepreneurs- Functions and Role of Women Entrepreneur, Problems of Women Entrepreneurs.
- Unit 4: Rural Entrepreneurship- Entrepreneurship in Agriculture, Risk taking among Rural Entrepreneurship, Development in Backward areas.
- Unit 5: Social Entrepreneurship, Development Strategy, Social Entrepreneurship Programme.

Module III: Small Business Management and Project Planning.

- Unit 1: Concept and definition, Role of small business in modern Indian economy, Small entrepreneur in International business.
- Unit 2: Steps for starting a small industry, registration as SSI, Role of SIDBI, Advantages and problems of SSI.
- Unit 3: Project Management, Project Life Cycle, Project Appraisal, Functions, Project objectives and policies identifying strategic project variable; Statement of work; mild stone schedules tools for planning hierarchy of plans; forms of project organization
- Unit 4: Project financing, Management and control of projects, Project scheduling, MIS in project, Problems of project implementation, Project audit.

Module IV: Micro Small and Medium enterprises

Unit 1: Meaning and definition of MSMEs, Features, Scope, Objectives, Relationship between small and large unit, Management Process in MSMEs.

Unit 2: Indian MSME Sector- Nature, Contribution to economy, Problems and Government schemes; MSMEs Act 2006.

Unit 3: Institutional support mechanism in India, Incentives and Facilities, Government policies for MSMEs.

Module V: Management Practices in MSMEs.

Unit 1: Frame work of Human Resource Management.

Unit 2: Financial Management in MSMEs- Pattern of Financing and Risk Management, Working Capital Management in MSMEs.

Unit 3: Marketing Management in MSMEs- Management of Product and Product Life Cycle, Promotional Activities for MSMEs, Pricing Policy, Distribution and Channels for MSMEs.

Unit 4: Production Planning for MSMEs- Location and Layout and their influence on operation, Scheduling & Control, Quality Control in MSMEs.

- 1. Entrepreneurship Prof. T.V.Rao
- 2. Entrepreneurship Hisrich & Peter
- 3. Stay hungry stay foolish-Rashmi Bhansal
- 4. Entrepreneurship-Mathew J Manimala
- 5. Singh Narendra, Project management and control, Himalayan Publications, N Delhi.
- 6. Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill.
- 7. P. Gopala Krishnan and V.E Rama Moorthy, Project management, MacMillan India.
- 8. Chandra Prasanna, Project preparation, Appraisal and Implementation, Tata Mc Graw Hill, N Delhi.
- 9. N Desai, Entrepreneurship Management, Ashish Publishing House.
- 10. Vasanth Desai, The dynamics of Entrepreneurial development and management, Himalayan publication.
- 11. Kenneth R. Van Vloorthis, Entrepreneurship and Small Business Management, Boston, Allyn and Bacon, USA.
- 12. C.M. Bammback and J.R. Manscusu, Entrepreneurship and Venture Management, Prentice Hall Publication.

302HC: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objectives: The purpose of this paper is to provide an insight on ethical concepts and Corporate Governance in Business.

COURSE CONTENTS

Module I: Ethics and Business

- Unit 1: Overview of Business Ethics, Introduction, Nature of Business Ethics, Business Ethics and profits, relationship between Business and Ethics, formulation of values, benefits of managing ethics in an organization.
- Unit 2: Moral development, Kharlberg's theory and Moral reasoning.
- Unit 3: The vital role of Business Ethics in organization, Arguments for and against Business Ethics, Emerging Issues in Business Ethics,

Module II: Theories of Ethics –

- Unit 1: Ethical theories: Gandhian Approach, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory (Teleological theory), Aristotle's Virtue based ethics and System development Ethics.
- Unit 2: Values impact in Business, Indian Value System and business ethics,

Module III: Ethical Principles in Business

- Unit 1: Concept of Utilitarianism, rights and justice, Fairness and Ethics of care,
- Unit 2: Problems- Measurement of Ethical Principles.

Module IV: Ethical Impact on Business

- Unit 1: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology.
- Unit 2: Role of Ethical Culture and relations in organizational culture.
- Unit 3: Effective ethical programme, Business ethics in global economy.

Module: V Corporate Social Responsibility and Corporate Governance

- Unit 1: Social responsibility of business, changing views of management's responsibility,

 Arguments for social responsibility, Social responsibility of business towards different groups.
- Unit 2: Origin and Development of Corporate governance, Introduction, Reasons of growing Demand Corporate Governance, importance of Corporate governance.
- Unit 3: Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Committees under the Companies Act 2013. Foreign and Indian Corporate Governance Committees Recommendations. Corporate Disclosure and Investor Protection in India. Regulatory and voluntary actions.
- Unit 4: Emerging issues in CSR- Whistle Blowing, Corporate frauds, Inside trading and Trade secrets.

- 1. Richard T DeGeorge Business Ethics Seventh Edition.
- 2. S.K.Batia, Business Ethics and Managerial values, Deep & Deep Publication Pvt Ltd.
- 3. Manuel.G.Valasque, Business Ethics concepts and cases, Prentice-Hall of India, Fifth edition.
- 4. C.S.V. Murthy Business Ethics and Corporate Governance Himalaya Publishing House.
- 5. Francis Cherunilam, Business Environment, Himalaya Publishing House.
- 6. Rituparna Raj, A Study in Business Ethics, Himalaya Publishing House.

303SC-MM: CONSUMER BEHAVIOUR & CRM

Objective: The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

Course Contents

Module I: Introduction to Consumer Behaviour

- Unit 1: Diversity of Consumer Bahaviour. Factors influencing Consumer Behaviour, Interdisciplinary dimension of Consumer Behaviour.
- Unit 2: Models of Consumer Behaviour. Consumer Behaviour and marketing strategy development

Module II: Consumer Involvement and decision making

- Unit 1: Buying situations, classification of consumer goods, Consumer decision-making process,
- Unit 2: Levels of consumer involvement and decision-making. Information Search Process.
- Unit 3: Evaluation Criteria and decision rules.

Module III: Psychological and Behavioral Influences on the Consumer

- Unit 1: Information processing and consumer perception, perceptual process, perceptual threshold, perceived risks,
- Unit 2: Consumer attitude formation and change, structural models of Attitudes, consumer learning and theories of learning, consumer motivation, theories of motivation, motivation influence on consumer behavior.
- Unit 3: Personality and Consumer Behavior, theories of personality, self and self-image. Marketing implications

Module IV: Cultural, Groups and family influence

- Unit 1: Culture and sub-culture, socio-cultural factors, Economic, demographics,
- Unit 2: Reference group influence. Types of groups, Opinion Leader, characteristics, celebrity influence.
- Unit 3: Family decision making process, family life cycle and consumer behavior.
- Unit 4: Diffusion of innovations, diffusion process and adoption process.

Module V: Customer Relationship Management

- Unit 1: Transaction to Relationship marketing, customer development, importance of customer retention.
- Unit 2: Relationship development process. Models of CRM, Developing and managing relationships, C.RM practices in product and service industry.

- 1. Leon G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, Prentice-Hall India
- 2. Assael Henry, Consumer Behaviour and Marketing Action.
- 3. Hawkins, D.I. Consumer Behaviour, Implications for Marketing Strategies
- 4. Melinda Nykamp, The Customer differential-The Complete Guide to implementing CRM
- 5. Paul Greenberg, CRM at the speed of light-Essential Customer Strategies for the 21st Century, Tata Mc Graw Hill
- 6. H.N Ramesh & V Murugaiah, Consumer Behavior Text and Cases, CBH, Pblications.

303SC-FM: INDIAN FINANCIAL SYSTEMS

Objective: The Course aims to provide an insight into the Financial Markets and Systems in India, the functions and activities of these institutions, Financial Markets and their infrastructure, Participants in Financial Markets and Systems, Regulatory framework governing the activities of the Financial Markets,

Course Structure

Module – I: Indian Financial System

Unit 1: Features of Indian Financial System, Constituents of Financial System – Financial Institutions, Financial Services

Unit 2: Financial Markets and Financial Instruments, : Meaning and definition, Role and Functions of financial markets

Unit 3: Overview of Global Financial System

Module - II: Financial Institutions and Markets

Unit 1: Financial Institutions, Special Characteristics, Broad Categories – Money Market Institutions and Capital Market Institutions.

Unit 2: Industrial Finance Corporation of India, Industrial Development Bank of India, State Financial Corporations, Industrial Credit and Investment Corporation of India, EXIM Bank of India, National Small Industrial Development Corporation, National Industrial Development Corporation, Life Insurance Corporation of India, Unit Trust of India

Module – III: Non Banking Financial Institutions

Unit 1: Introduction to NBFCs

Unit 2: Registration Process of NBFCs

Unit 3: Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs, Other Measures.

Module – IV: Financial Services

- Unit 1: Concept, Objectives / Functions, Characteristics
- Unit 2: Financial Services Concept, Classification, Regulatory Framework.
- Unit 3: Merchant Banking, Mutual Funds, Leasing, Credit Rating.

Module – V: Financial Markets and Regulatory Framework

- Unit 1: Constituents of Financial Markets: Money Market and instruments, Capital Markets and Instruments.
- Unit 2: Introduction to Regulatory System in India to govern Financial Markets and Services
- Unit 3: Role and Functions, Regulatory Framework of Stock Exchange, Profile of Indian Stock Exchanges, Listing, Trading etc.

- 01. Indian Financial System Bharati V. Pathak, Pearson Education, 3/e, 2011.
- 02. Investment Banking- Pratap G Subramanyam, Tata McGraw Hill Education Private Limited, 2012
- 03. Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
- 04. Financial Markets and Services Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- 05. Merchant Banking & Financial services- Vij & Dhavan, 1/e, McGraw Hill, 2011.

303SC-HRM: Training and Management Development

Objective: The purpose of this paper is to provide an in-depth understanding of the role of

Training in HRD and to enable the course participation to manage the training

systems and processes.

COURSE CONTENTS

Module I: Introduction to the Concept of Training

Unit 1: Scope, Objectives and benefits.

Unit 2: Training Principles.

Unit 3: Challenges to Training.

Unit 4: Training Process.

Module II: Identifying Training Needs and Setting Objectives

Unit 1: Training needs and analysis.

Unit 2: Training Objectives.

Unit 3: Plan of Instruction.

Module III: Learning Environment

Unit 1: Learning Principles.

Unit 2: Stages in learning, learning styles, Kolb's learning Cycle.

Unit 3: Learning Strategies and Learning Curves.

Unit 4: Role of the Trainer.

Unit 5: Transfer of Training.

Module IV: Training Methods and Evaluation

Unit 1: Training Methods and Modern training technologies.

Unit 2: Evaluation of criteria and Kirkpatrick's level of criteria.

Unit 3: Internal and External Treats of validity of the training program.

Unit 4: Experimental Designs.

Module V: Management Development

- Unit 1: Managers and their Competences
- Unit 2: Concepts and Components of Management Development-Formal education and training Methods, conditions for effective management development, fragmented training to a learning organization.

Unit 3: Future perspectives of Management Development.

- 1. Buckley R & Cable Jim. The Theory & Practice of Training. Kogan & Page
- 2. Lyton.R.Pareek U Training for Organisational transformation Part I & Part II, Sage Publication.
- 3. Irwin L.Goldstein, J.Kevin Ford, Training in Organisations Wadsworth, Thomson Learning.
- 4. Joseph Prokopenko, Management Devlopment-A Guide for the Profession, ILO Publication.

304SC- MM: SALES, LOGISTICS MANAGEMENT AND RETAILING

Objective: To provide deep inputs into Sales Distribution and Retailing Management.

COURSE CONTENTS

Module1: Sales Management:

- Unit 1: Objectives of sales management, types of selling, theories of selling, Personal selling process, developing personal selling strategies. Organizing the sales force
- Unit 2: Types of sales organizations Determining the kind of sales force and Size of the sales force, Qualities of sales executives.

Module 2: Managing the Sales Force:

- Unit 1: Effective Recruiting, Selecting and Training the sales force. Time and territory management, Sales territories and Sales Quotas
- Unit 2: Compensating sales force, motivating the sales force Controlling the sales force Evaluating the sales force.

Module 3: Distribution and Logistics Management:

- Unit 1: Design of distribution channel, Structure and Channel management. Components of logistics inbound and outbound logistics, key logistics activities viz.,
- Unit 2: Customer services Inventory management Material handling Communication Order processing, Packaging Traffic and transportation Warehousing and storage.

Module 4: Retailing and Wholesaling:

Unit 1: Types of retailing, consumer behaviour in retailing, non-store retailing, E-tailing, Direct marketing, Tele marketing, Marketing on the net, Emerging trends in retailing &wholesaling.

Module 5: Retail Mix Strategies:

Unit 1: customer segmentation, merchandise and assortment planning, retail buying system, retail pricing,, retail services. Customer management in retailing, Retail locations, store design and layout

- Sales Management Decisions, Strategies and Cases Richard R. Still, Edward W. Cundiff and Noman A.P. Govani
- Professional Sales Management R.E. Anderson, Joseph F. Har, Alan J. Bash
- Marketing Channels Louis W. Stern, Adel I. ER Ansary, T. Coughlan
- Fundamentals of Logistics Management M. Lambert, James R. Stock, M. Eliram
- Logistics Management Donald J.B. and D.J. Closs
- Logistics and Supply Chain Management Martin Christopher
- Sales Management Analysis and Decisions Making Thomas N. Ingram
- Managing Supply Chain J.L. Gattorn and D.W. Waldis
- Retailing strategry Lavy and Witz,
- Retail Management Swapna Pradan

304SC-FM: ADVANCED CORPORATE FINANCE

Objective: this course aims to provide knowledge on valuation of business enterprises, to make students understand the various models of value based management, and to give insight on various forms of corporate restructuring.

Course Structure

Module – I: Introduction to Corporate Finance

Unit 1: Definition of Corporate Finance – Importance of Corporate Finance – Functions of Corporate Finance – Scope of Corporate financing – Financial Planning – Financial Unit 2: Forecasting – Demand Forecasting – forecasting Techniques – Profit Planning – Marginal cost decision making, standard cost and techniques.

Module – II : Capital Structure and Financial Policy

Unit 1: Capital Structure I: The MM Benchmark

Unit 2: Capital Structure II: Trade - off, Tax Considerations

Unit 3: Capital Structure III: Bankruptcy and Financial Distress, Corporate Risk Management, Capital rationing – Sensitivity analysis – Mutually exclusive projects – Public utility accounts – Repairs and replacements – Banking company accounts – Insurance company accounts – Double accounts.

Unit 4: Implementation of Financial Policy, Corporate Governance and Managerial Compensation, Corporate Control Systems

Unit 5: Financial Strategies for Financial Decision Making – Capital Budgeting Decisions, Agency theory, Fisher Effect, Inflation and its effect on Financing Decision

Module – III: Business Valuation and Strategic Corporate Decisions

Unit 1: Business Valuation – Introduction, Purpose of valuation, distinction between price and value

Unit 2: Principles and Techniques of Valuation, Role of Valuation, key areas of valuation, Concepts of value:- Market Value, Fair value, Book Value, Intrinsic value, Investment value, Liquidation value, Replacement value.

Unit 3: Role of valuation in Business acquisition and Corporate finance, Valuation process.

Module – IV: Valuation Models

Unit 1: Valuation Models - Approaches/Methods of valuation: Asset-Based Approach, Earnings Based Approach (Earnings-Capitalisation Method, P/E Ratio).

Unit 2: DCF Approach ,Market value Based Approach, Market value Added Approach .

Enterprise DCF Valuation: Two stage and three stage growth models, Relative Valuation

–Direct Comparison and Peer group approach, Contingent claim valuation

Module – V: Mergers & Acquisitions - Financial Analysis for Investments

Unit 1: Concepts of Value in context of Mergers & Acquisitions.

Unit 2: Approaches to valuation in case of M&A: DCF Approach, Selection of appropriate cost of capital for valuation, Process of selecting target companies, Forms of Consideration and terms of acquisitions

Unit 3: Implications of regulations for business combinations, Post merger integration process, Types of exit strategies and their implications, Shareholder Value Analysis, Exchange Ratio-Bases used for Computation

Unit 4: Definition of projects – Projects appraisal – Financial Analysis, Technical Analysis, Social cost benefit analysis – Cost benefit analysis, Sensitivity Analysis, Management Control Systems.

Reference

- 01. S.C. Kuchal: CORPORATE FINANCE.
- 02. S.K. Stephen A. Ross, Corporate Finance, Mc Graw Hill/Irwin
- 03. Basu: INDUSTRIAL FINANCING IN INDIA.
- 04. S.M. Sukla: ADVANCED ACCOUNTANCY
- 05. Brealy, Richards; and Myers, Stewart, "Principles of Corporate Finance", Tata McGraw-Hill
- 06. Ross, Stephen; Westerfeild, Randolph, Jaffe, Jeffrey and Kakani, Ram Kumar, "Corporate Finance", Eighth Edition, McGraw Hill.
- 07. Damodaran, Aswath, "Corporate Finance", John Wiley & Sons Inc.
- 08. Corporate Finance Ross, Wetfield & Jaffer

304 SC- HRM: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

OBJECTIVE: To foster in-depth knowledge and understanding the legal framework and policy framework governing Industrial relations and labor management.

Course Structure

Module I: Conceptual Framework of Industrial Relations:

- Unit 1: Background of Industrial Relations: definition, Meaning, importance, relations/employee relations, approaches to Industrial relations, Forms of Industrial relations, case references.
- Unit 2: Evolution of Industrial relations: Industrial relations prior to British Raj, Case references.
- Unit 3: State Policy on Industrial Relations: Bi-parties, Tri-parties, Indian Labour conference, and its impact, economic reforms and Industrial Relations, case references.

Module II: IR Policies and Trade Unionism in India:

- Unit 1: Trade Union: Concept, Objectives and Functions, Theories of trade unionism, trade union movement in India, Trade union act 1926, problems in trade union, trade union structure, trade union federations, emerging trends in trade union, case references.
- Unit 2: Industrial Conflict Management: definitions, Factors and Types of Industrial Conflict, Industrial disputes act 1947, Methods and Machinery for settlement of Industrial dispute in India, Case References.
- Unit 3: Disciplinary Procedure and the Industrial employment(standing orders) Act 1946: Discipline and Indiscipline, misconduct, disciplinary procedure, disciplinary techniques, concepts of industrial employment(standing orders) act 1946, case references.
- Unit 4: Collective Bargaining: Definition, Essentials and Functions of Collective Bargaining, Collective Bargaining process, Collective Bargaining in India- Case references.
- Unit 5: Workers participation in Management: Definition, Motivation V/S Workers participation in Management, Joint Consultation and workers participation in Management, Emerging Issues in Workers Participation in India. Case References.

Module III: Labour legislation.

Unit 1: Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India.

Unit 2: Indian Constitution and Labour legislation, ILO and its influences on Labour Legislation in India.

Unit 3: Workmen's Compensation Act, 1923 - Employees State Insurance Act, 1948 - Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act, 1961 Payment of Gratuity Act 1972, Payment of Bonus Act 1965.

Module IV: Welfare Legislations.

Unit 1: The Factories Act 1948 - Plantation Labour Act 1951 - Contract Labour (Regulations and Abolitions Act-1970,

Unit 2: Shops and Establishment Act, Latest rules regarding industrial relations in IT and ITES industries.

Module v: International Law and Emerging Issues

Unit 1: Labour legislation pertaining to employees working on night shifts; specific provisions for female employees, ethical issues arising due to night shift and HR intervention; impact of night shift working on family and social life.

Unit 2: Nature and foundations of International Law: International Labor forces, common law, civil law code law, Concept and definitions of international law, Public International Law and Private International law, Basis of International Law, Theory of Fundamental rights.

- 1. C B Marmoria, "Dynamics of Industrial Relations in India", Vikas Publishing, New Delhi.
- 2. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
- 3. P C Tripathi, "Personnel Management and Industrial Relations", S Chand, New Delhi.
- 4. P SubbaRao, "Human Resources Management & I R", S Chand, New Delhi.
- 5. Arun Monappa & Ranjeet Nambudiri, "Industrial Relations and Labour Laws", Tata McGraw Hill 2nd edition.
- 6. C.S VenkataRatnam, "Industrial relations", Oxford University Press.
- 7. B.D.Singh ,"Industrial Relations", Excel books.
- 8. B.D.Singh, "Labour Laws for Managers", Excel books.
- 9. Malik.P-Hand book of Industrial Law. Lucknow Eastern Law Co
- 10. R Hiremani. Naik Industrial relations and Labour Legislations

305SC-MM: ADVERTISING AND BRAND MANAGEMENT

OBJECTIVES: The objective of this course is to acquaint the students with concepts,

techniques and give experience in the application of concept for

developing an effective Advertising program and in depth knowledge

regarding the theory and practice of Brand Management.

COURSE CONTENTS

Module 1: Fundamentals of Advertising Management

- Unit 1:Integrated Marketing Communication, Communication mix. Advertising Introduction-Definition, Importance, Role of advertising in Modern business and society.
- Unit 2: Advertising Objectives- DAGMAR Approach
- Unit 3: Advertisement and Society-Benefits, Types of Advertising, Economical, Social, Ethical and Cultural values.

Module 2: Advertising Business

- Unit 1: Advertising Department- Importance, Types, Functions.
- Unit 2: Advertising Agency-Importance, Agency Selection, Agency Functions, Agency Compensation.
- Unit 3: Advertising Budget-Importance, Methods.
- Unit 4: Advertising Practices in India-Study on Trends in the Field Of Advertising in India (Economic Times, Advertising Management Journals, Research Foundation Studies)

Module 3: Managerial/Technical Aspects of Advertising

- Unit 1:Advertising communication, models, central and peripheral routes. Advertising Appeals-Meaning and Importance, Buying Motives, Types of Appeals.
- Unit 2: Advertising Message-Importance, Message Design and Development, Visualization and Creativity.
- Unit 3: Advertising Layout-Meaning and Importance, Components of Layout. Measuring ad effectiveness.
- Unit 4: Advertising Aids-Trade Mark, Slogans, Headline, Copy, Logo etc.

Module 4: Brand Management: Understanding Brands

- Unit 1: Introduction-Meaning, Evolution of Branding challenges and opportunities, Brand vs
- Product, power brands, Unit 2: Brand hierarchy-Brand strategy decisions.
- Unit 3: Brand Personality-Creating Brand Personality, Assessing brand personality, Brand personality and user imagery.
- Unit 4: Brand Image-Meaning, Types of Brand associations.
- Unit 5: Brand identity-Identity prism, Sources of Brand identity. Brand equity,

Module 5: Managing Brands

- Unit 1: Identifying and establishing Positions- Perceptual mapping, Components of positioning, Updating positioning overtime.
- Unit 2: Brand extension -Brand extension decisions, successfully introducing brand extensions.
- Unit 3: Decline and revitalization-Factors for decline, strategies for revitalization

- 1. "Advertising: Principles and management cases" by DirksonC.J. Kroeger (Richard.D.Irwin Inc. USA)
- 2. "Advertising theory and practice" by Simson (Premtice hall, USA)
- 3. Management of advertising by Sandage.C.H.Pryburer.V. and Rotaxoll.K.B.(Richard.D.Irwin inc.USA)
- 4. The marketing communication process by deloxzier (Mc Graw hill book co, USA)
- 5. Advertising Management by Boyd (Jr) H.W. and New Man. M.V. (D.B.Tarapuvala sons & co. Ltd. Bombay).
- 6. Advertising Management by Aaker.D.A and Myers.J.G,(Prntice Hall of India Ltd., New Delhi).
- 7. Advertising Theory And Practice by Stanton and Buskirk (Richard Irwin Inc., USA)
- 8. "Public relations: Principles, Cases and Problems" by Moore.H.F.(Richard Irwin Inc., USA)
- 9. Foundation of advertising by Chunawala and Patel (Himalaya Publishing co,. Bombay).
- 10. Managing Brand Equity by Aaker, David A (New York, Free Press).
- 11. Strategic Brand Management By Jean-Noel Kapfere (Kogan Page India Pvt Ltd).
- 12. Strategic brand management by Kevin Lane Keller(Pearsons Education).

305SC-FM: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objective: this course aims at orienting the students with various fundamentals of investment and investment management, skills involved in the process of profiling and selecting an appropriate investment mix,

Course Structure

Module – I: Introduction to Investment

- Unit 1: Introduction to investment, investment infrastructure in India, Regulatory Framework governing Investment Activities in India and Abroad
- Unit 2: Financial Engineering and Contemporary Investment opportunities
- Unit 3: Risk and Return Concepts: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.
- Unit 4: Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Module – II: Security Valuation and Investment Choice

- Unit 1: Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration.
- Unit 2: Preference Shares- Concept, Features, Yields.
- Unit 3: Equity shares- Concept, Valuation, Dividend Valuation models.

Module – III Analysis for Investment Decisions

- Unit 1: Fundamental Analysis Economic, Industrial and Company Analysis
- Unit 2: Technical Analysis Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns.

Unit 3: Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.

Unit 4: Behavioural Finance – Interpretation, Biases and critiques. (Theory only)

Module – IV: Modern Portfolio Theory

Unit 1: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier.

Unit 2: Beta Measurement and Sharpe Single Index Model.

Unit 3: Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

Unit 4: Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Module – V: Strategies for Portfolio Management

Unit 1: Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Unit 2: Mutual Funds: Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Unit 3: Portfolio Management Strategies: Active and Passive Portfolio Management strategy.

Unit 4: Portfolio Revision: – Formula Plans-Rupee Cost Averaging, Average Rupee Investment Plan, Constant Ratio Plan, Variable Ratio Plan

- 1. Fundamentals of Investment Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
- 2. 4. Security Analysis & Portfolio Management Fisher and Jordan, 6/e, Pearson, 2011.
- 3. Investment Management Bhalla V. K, 17/e, S.Chand, 2011.
- 4. Investment Analysis & Portfolio Management–Reilly, 8/e, Cengage Learning.
- 5. Investments: Principles and Concepts Charles P. Jones, 11/e, Wiley, 2010.
- 6. Security Analysis & Portfolio Management Punithavathy Pandian, 2/e, Vikas, 2005.
- 7. Security Analysis & Portfolio Management– DhaneshKhatri, Macmillan, 1/e, 2010.
- 8. Security Analysis & Portfolio Management Avadhani V. A, HPH.

305SC-HRM: PERFORMANCE MANAGEMENT

Objectives: The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance management in their organizations.

COURSE CONTENTS

MODULE I: Performance System

Unit-1: Conceptual aspects of Performance System, Dimensions and excellence in performance, Pillars of human performance - Theoretical base for PMS

Unit 2: Objectives and functions of PMS Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM, Performance Management and Employee Development – Career development and succession Planning, Emerging issues.

MODULE 2: Team performance Management

Unit-1: Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards.

Unit-2: Data collection on Performance information - Presentation, interpretation and corrective action - Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

MODULE 3: Performance Appraisal

Unit-1: Objectives, process, advantages and disadvantages of Performance appraisal - - Different methods of appraisals - Past, present and future oriented,

Unit 2: Performance appraisal in manufacturing and service industry,

MODULE - 4 Performance Management Techniques

Unit 1: Traditional and modern techniques, Open Appraisal – Identification of Key Performance Areas and Key Result Areas – Managerial appraisal

Unit 2: Ethical issues in performance appraisal. Potential appraisal, Feedback mechanisms, Performance management and career development. Bi-directional performance management.

MODULE 5: Performance Base Pay

Unit 1: Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management Skills, Financial and non financial benefits based on performance.

Unit 2: Emerging Trends in Performance based Pay, Challenges, Case studies

- 1. B D Singh, "Performance Management System A Holistic Approach", Excel books
- 2. S Kohli and T Deb, "Performance Mana gement", Oxford Higher Education
- 3. PremChadha, "Performance Management- it's about performing not about Appraising", Mcmillan Business books
- 4. SoumendraNarainBagchi, "Performance Management", Cengage Learning
- 5. Herman Aguinis, "Performance Management", Pearson.
- 6. Kaizen strategies for improving team Performance, Prentice Hall
- 7. TV Rao Performance Appraisal, Vikas /Oxford IBH
- 8. TV Rao, Raju, GopalMahapatraNandini, Performance Appraisal & 360 Degree Feedback, 2nd Edition, Excel Books/Oxford IBH

306: ELECTIVE -I: MANAGEMENT SKILLS

Objective: To provide an overall view of management and its universal application with skills required.

COURSE CONTENT

Module I: Introduction

- Unit 1: Management concepts, its role and skills required-Technical Skill-Human Skills-Conceptual skills- Universalisation of Management- Management as a profession-Manager v/s leader, recent trends in Management.
- Unit 2: Management Process Planning- Organising- Managerial decision making-Co-coordinating- Motivating- Controlling.

Module II: Soft Skills-Communication

- Unit 1: Communication Process-Unction is important-Reasons for growing importance of communication-functions of communication-Types of communication.
- Unit 2: Organisational communication.

Patterns of communication-Barriers of communication-Intercultural communication

Module III:

- Unit 1: Foundations of Individual Behaviour- Individual Differences, Models of Man.
- Unit 2: Personality-Concepts of Personality, Determinants of Personality, Personality Theories cases.
- Unit 3: Perception-Meaning and importance of Perception, Perception Process, Factors influencing perception, Cases.
- Unit 4: Attitudes-Nature components sources and measurement of attitudes, Changing Attitudes cases.
- Unit 5: Team Building importance benefits, Team building techniques games.

- 1. "Management" by J.A.F.Stoner, R.E.Freemass and D.R.Gilbert.Jr.
- 2. "Business Legends" by Gita Piramal
- 3. "Principles of Management" by George R.Terry and Franklin. All India Traverlers Book sellers, AIBITS Delhi-51.
- 4. "Principles of Management" by Horold.D.Koontz and Cyril J.C.Donnel, Mc Graw Hill Co., Publication.
- 5. "Management: Theory and Practice" by Emest Dale. McGraw Hill Co., Publication.
- 6. The Practice of Management" by Peter.F.Drucker.
- 7. "Management: Tasks, Responsibilities and Practice" by Peter F.Druker.
- 8. "The Effective Executive" by Peter.F.Drucker.
- 9. "Technology Management and Society" by Peter.F.Drucker
- 10. Management by Peter F Drucker.

IV Semester MBA

401HC: STRATEGIC MANAGEMENT AND BUSINESS POLICY

Objective: This course aims impart skills with the concepts and practical applications of Strategy formulation, implementation and control. To instill a comprehensive and step-wise understanding of the principles of strategy formulation and competitive analysis. Understand the factors that act as precedent for establish both domestic as well as strategies for success in global environment

Course Structure

MODULE I: Strategy and Process

Unit 1: Evolution of Strategic management, Conceptual framework of strategic management

Unit 2: The Concept of Strategy and Strategy Formulation Process

Unit: 3 Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals.

Unit 4: The Strategic Management Model – Diagnosing the environment for strategy formulation

MODULE II: Building Competitive Advantage

Unit 1: Analyzing the External Environment – PESTEL Analysis, SWOC Analysis, Porter's Five Forces Model, The Competitive Profile Matrix (CPM)

Unit 2: Globalization and Industry Structure –Resources, Capabilities and competencies – Value Chain Analysis – Core competencies,

Unit 3: Generic building blocks of Competitive Advantage- Distinctive Competencies – Avoiding failures and sustaining competitive advantage

Module – III: The Strategic Choice for competency Building

Unit 1: Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies

Unit 2: Business level strategy: Cost, Differentiation, and Focus Strategies, operational or functional level strategies.

Unit 3: Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP)

Unit 4: Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix

Module IV: Strategy Implementation & Evaluation

Unit 1: Strategic leadership, implementation process, Resource allocation, designing organizational structure - Designing Strategic Control Systems - Matching structure and control to strategy, behavioral implementation of strategy.

Unit 2: Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.

Module V: Current Strategic Issues

Unit 1: Managing Technology and Innovation- Blue Ocean Strategy, managing in an economic crisis

Unit 2: New directions in strategic thinking, Strategic issues for Non Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

- 1. Fred.R.David, Strategic Management and cases, PHI Learning,
- 2. Charles W.L.Hill& Gareth R.Jones, Strategic Management Theory, An Integrated
- 3. approach, ceengage learning
- 4. Robert. G. Grant, Strategic Management
- 5. Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education.
- 6. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill
- 7. R Hiremani Naik, Strategic Management and Business Policy, Himalaya Publishing House
- 8. Harvard Business Review, Business Policy part I & II, Harvard Business School
- 9. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management Concepts and Application, Prentice Hall of India, 2nd edition, 2007

402 HC: INTERNATIONAL BUSINESS

Objectives: Course aims at providing students an opportunity to have insight in to international business and environmental factors.

COURSE CONTENTS

Module 1: Globalisation and International Business

Unit 1: Introduction to globalization of Business, Drivers of globalization, Elements of International Business, Globalization of production,

Unit 2: Why do cross border business, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model,

Module2:International Business Environment

Unit 1: International Business Environment: Economic Environment, Political environment, Demographic environment, Legal Environment

Unit 2: Culture and International Business, Meaning of Culture, Country Culture, and Culture in an International Business Organization.

Module3: Organising International Business

- Unit 1: Entry strategies and Modes of entering International Business- Market selection, Greenfield venture, acquisition, strategic alliance,
- Unit 2: Firms in International Environment: MNC's, Transnational, global companies, International business by non-multinationals, forms of International Business activity.
- Unit 3: Regional Blocks, ASEAN, EU, SAARC, LAFTA, NAFTA, etc

Module 4: International trading environment

- Unit 4: International Trade Tariff and Non-tariff Barriers Trade Blocks Rise of new economies Regulation of international business:
- Unit 5: Institutional environment of International business-GATT,WTO, International Monetary Fund, Asian Development Bank and World Bank.

Module -5 International Investment and Finance

Unit 1: FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. Determinants of foreign direct investment-the choice of exporting-FDI Indian Scenario.

Unit 2: EXIM TRADE- Export and Import financing, Export marketing, EXIM policy, Balance of payments. Roles of Institutions connected with EXIM trade.

Unit 3: Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS – Ministerial Conferences.

- 1. Global Business Today Charles Hill. Tata Mcgraw-Hill edition
- 2. International Business Charles Hill, Tata Mcgraw-Hill education,
- 3. International Business Francis Cherulinam. International Business-Firms And Environment-By Alan M, Ragman and Others (Mc Graw Hill Publications)
- 4. International Business-by Ball, Donald. A And Wendell. H. Mc. Culloch Jr (Business Publication)
- 5. International Firm-By Brooke, Michel Z and Lee. H. Hampers (Pitman Publication)
- 6. The Strategy of Multinational Enterprise By Buckley, Peter J And Mark Casson (Mc Millan Publication)
- 7. The Future Of Multinational Enterprise-By Mark Casson (Mac Millan Publication)
- 8. Alternatives To The Multinational Enterprise-By Mark Casson (Mac Millan Publication)

403 SC-MM: RURAL MARKETING MANAGEMENT

Objectives: To lay an emphasis on the incorporation of Rural and facilitate the students to update their knowledge with regard to diversified range of issues and problems on marketing products and services in rural markets strategies to manage the real world situation and have insight into agricultural marketing

COURSE CONTENTS

Module 1- Introduction to Rural Marketing

Unit 1: Rural Markets in India – An overview: Nature, definition, scope, importance and trends & future of rural marketing in India-

Unit 2: Characteristics of Rural Markets – demographic - economic - Socio-cultural and psychological factors, other factors like population, land distribution & use, infrastructure.

Module 11- Rural Consumer behavior and Factor influence

Unit 1: Understanding the rural consumer: Rural Consumer Buying Behaviour – Major influential of Buyer Behaviour

Unit 2: Reference Groups and trends in consumer behaviour –Rural Marketing Research. Segmentation of rural market

Module III – Rral Marketing Mix Strategies

Unit 1: Rral Marketing Mix strategies – positioning in rural markets. Rural products strategies and brand management.

Unit 2: Product and pricing decisions for rural markets – Product developments, product adoptions, modification decisions (including packaging) branding, decisions of product augmentation for rural marketing

Pricing decision in rural pricing elements and decisions.

Module IV - Distribution and Logistics Management in Rural Markets

Unit 1: Distribution, dynamics of distribution process, Participants in the channel, types of intermediaries, Role of IT in Rural Marketing, ITC e-choupals, Godrej Adhar, HL Shakthi, Mahindra samriddi) – Understanding the rural marketing process.

Unit 2: Managing the rural promotions – understanding rural communication media (Traditional Vs. Current Opportunities) Designing & Developing Rural Market promotions, build relationship & Events.

Module V- Agricultural Marketing

- Unit 1: Agricultural marketing: Nature, scope, objectives of agricultural marketing, classification of agricultural markets and products. Rural v/s agricultural marketing
- Unit 2: Channels of agricultural marketing, factors affecting marketable surplus, regulated markets, co-operative marketing, role of government and statutory mechanisms and its impact on rural marketing. Marketing of Rural & cottage industry products

- T.P Goal Swamy RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi
- 2. Krishnamacharyulu, C.S.G. and Ramakrishnan, Lalitha, (2002), "Rural Marketing Text and cases",lst edition, Pearson Education (Singapore) pte. Ltd., Indian Branch, Delhi
- 3. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
- 4. A.K. Singh & S. Pandey, RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007
- 5. Philip Kotler, MARKETING MANAGEMENT, Prentice Hall India Ltd. New Delhi
- 6. Agarwal A.N, INDIAN ECONOMY, Vikas Publication, New Delhi.
- 7. Ruddar Dutt Sundaram, INDIAN ECONOMY, Tata McGraw Hill. Publishers, New Delhi

403SC-FM: CORPORATE TAX PLANNING

Objectives: Objectives of this course is to provide adequate knowledge of various concepts and their applications relating to direct tax laws with a view to integrating the relevance of their laws with financial planning and management decisions.

Course Contents

MODULE-1- Basic Concepts

Unit 1: Introduction and Basic Concepts: Introduction to Income Tax; Concepts under Income Tax; Basis of Charges; Meaning of Company, Types of Companies for Tax; Residential Status of Company; Residential Status and Incidence of Tax (Practical Problems)

Unit 2: Head-Wise Computation of Company Income: Income Under Different Heads: Income From House Property; Income From Business or Profession; Income From Capital Gains and Income From Other Sources.

Unit 3: Taxable Income and Tax Liability: Computation of Taxable Income and Tax Liability of Companies, Carry Forward and Set off Losses (Practical Problem), Minimum Alternative Tax (MAT), Tax on Distributed Profits of Domestic Companies.

MODULE-II – Exemptions and Deductions

Unit 1 Exempted Income: Meaning, Income Exempt from tax of the Company

Unit 2 Deductions: Deductions Available to Corporate Assesses

MODULE-III- Corporate Tax Planning

Unit 1: Corporate Tax Planning: Meaning, Importance of Tax Planning. Tax Avoidance, Tax Evasion and Tax Management; Features; Scope for Tax Planning; Business Location and Tax Planning; Nature of Business and Tax Planning; Tax Planning and Units in FTZ's; Tax Planning and EOUs and Companies engaged in Infrastructure Development and other Specific Activities.

Unit 2: Tax Planning with Regards to Specific Managerial Decisions: such as Make or Buy, Own Lease or Hire etc. Tax Planning with Books for References to Financial Management Decisions such as Capital Structure of a Company and Tax Incidence; Tax as a Variable in Computing Cost of Capital; Tax Considerations in Dividend Policy and Bonus Share Issues

MODULE-IV- Penalties and Prosecution, Income Tax Authorities

Unit 1 :Penalties and Prosecution: Advance Payment of Tax, Tax Deduction at Source; Refund Claim; Appeals Revisions Settlement of Cases-Its Procedures, Power and Functions of Settlement Commission; Assessment Procedure for the Company, When Payable; e-filing, Penalties for Late Payment and Non Payment of Tax

Unit 2: Income Tax Authorities: Inspectors, Income Tax Officer, Commissioner of Income Tax, Director General.

MODULE-V Contemporary Issues in Corporate Taxation

Unit-I: International Taxation: Residence; Source Jurisdiction; Double Taxation Relief and Methods; Transfer Pricing; Tax Treaties; Company Surtax Act; Recent Trends in Company Tax

- 1. Vinod K Singhania and Kapil Singhania, Direct Tax planning and Management, Taxman Publication.
- 2. Vinod, K. Singhania, Direct Taxes-Law & Practices, Taxman Publication
- 3. Mehrotra, H.C, Income Tax Law and Accounts including Tax Planning, Sahitya Bhawan Publications
- 4. Narang & Gaur, Income Tax, Himalaya Publication House.
- 5. Prasad, B, Direct Taxes-Law & Practices,

403SC-HRM: STRATEGIC HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

This paper is designed to foster the strategic approach to HRM practices that would enable best possible probabilities of success in implementing HR strategies.

COURSE CONTENTS

Module: I: Conceptual Framework of SHRM and SHRP

- Unit 1: Introduction, Definition, Importance scope and approaches to HRM
- Unit 2: Strategic Dimensions: Integrating HR strategy with corporate and functional strategies, functional strategy formation external environment for HR, Role of HR in strategy formulation
- Unit 3: HR environment HRM in knowledge economy Concept of SHRM Investment

 Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to

 Strategic HR Role of HR in strategic planning.

Module II: Strategies for Human Resources Functions

- Unit 1: Strategic HR Planning and Staffing: Nature of HR planning, Job Analysis, conducting job analysis, Job analysis, Conducting Job Analysis, Job design, strategic Guideline, strategies for recruitment, selection, Recruitment methods, selection process, strategies for effective recruitment and selection.
- Unit 2: Strategies for Maximizing HR Productivity: Training and Development, Orientation, Training and Development Methods, Evaluation of T& D, Reward and compensation systems, Strategies for Effective Performance management systems Various Strategic management frameworks., Employee Career Planning and Development systems, Importance, Methods.
- Unit 3: Strategies for Maintaining Human Resource: strategies for Improving Health and safety, Managing the problem employee, Building good disciplinary climate.
- Unit 4: Strategies for dealing with Union: Role of Unions, Strategic Collective bargaining, process and grievances and redressal system.

Module III: Human Resources Development & System:

- Unit 1: Fundamental concepts relating to HRD: overview, role, need process and HRD, mechanism and Approaches.
- Unit 2: Planning and organizing HRD systems: HRD policies, objectives and philosophy.

Module-IV:Global HR Strategies

- Unit 1: Globalization and its implications of Corporate HRD: globalization, Challenges for organization, critical implications of Theory and practices of HRD. Reorientation of HRD system.
- Unit 2: HRD-A strategic perspective: emerging HRD Challenges, competitive business environment, challenges in Public and Private Business sectors.

Module IV: Strategic Human Resource Information Systems and Emerging trends.

- Unit 1: Introduction on HRIS: Definition, Concepts, objectives and stages of development, steps in implementing HRIS, HRIS Products and models, HRI Vendor selection.
- Unit 2: Strategic Responses of Organizations to Changing Environment Portfolio process and Structure related strategic responses, Mergers & Acquisitions and Strategic HR.

- 1. Strategic Human Resource Management by Tanuja Agarwala
- 2. Armstrong's Handbook of Strategic Human Resource Management, 5th Edition
- 3. Strategic Human Resource Management-Theory and Practice *Second Edition by* Graeme Salaman
- 4. Carrig, K. & Wright, P.M. (2006) Building profit through building people.
- 5. Making your workforce the strongest link in the value-profit chain.
- 6. Alexandria, Virginia: Society for human resource management.
- 7. Huselid, M., Becker, B.E., Beatty, W.R. & Ulrich, D. (2005) The workforce scorecard: managing human capital to execute strategy. Boston: HarvardBusinessSchool Press.
- 8. Mello- Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc,
- 9. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford University Press, New Delhi.
- 10. Dreher- George and Thomas Dougherty, "Human Resource Strategy", Tata McGraw Hill.
- 11. Greer, Charles, "Strategic Human Resource Management", Pearson Education, Srinivas. R Kandula, "Strategic Human Resource Management", PHI

404SC-MM: BUSINESS AND SERVICE MARKETING

OBJECTIVE: The objective of this course is to lay foundation for an understanding of the complex dimensions of the industrial marketing and to develop insights into emerging trends in the service sector developing economy and tackle issues involved in the management of services on national basis

COURSE CONTENTS

Module 1: An overview of Business marketing

- Unit 1: Introduction-Definition, Importance, Nature and Scope of Business marketing
- Unit 2: Business goods-Classification of Industrial goods, Business customers, Business marketing environment.

Module 2: Business buying behavior and Market segmentation

- Unit 1: Nature of Business buying-The Purchasing decision Process, Various roles and Criteria of Organizational buyers.
- Unit 2: Business market segmentation-Importance, Bases for Segmentation, Target marketing, positioning.

Module 3: Business marketing strategy formulation

- Unit 1: The strategic planning process-Meaning and importance, Process.
- Unit 2: Business product dimensions, Business product, product strategies, product life cycle, new Product development.
- Unit 3: Business product pricing Process-Pricing objectives. Characteristics of pricing policies, factors affecting Pricing, Pricing methods.
- Unit 4: Industrial channel decisions- Personal Selling, Developing the Industrial Sales force, Industrial advertising, Sales promotion and Publicity strategy.

Module 4: Introduction to Services marketing

- Unit 1: Introduction-meaning and definition, Importance. Characteristics, Growth of service sector.
- Unit 2: Consumer behavior in Services- Consumer Decision Process, factors influencing

 Consumer behavior, Consumer expectation of service, Consumer perception of service.
- Unit 3: Market segmentation and Service Positioning-Importance, Bases for Segmentation, service positioning.
- Unit 4: Service demand management-Demand situations and patterns, Strategies for management.

Module 5: Managing Services

- Unit 1: Marketing mix elements for Services-Introduction, New services, Service product mix, Service Life Cycle, Pricing objectives and important approaches to Pricing of Services, Service transactions, Service location and providers, Role of Distribution in Services, Role of Advertising and Sales Promotion in Services.
- Unit 2: Delivering and performing service- Employee's roles in Service delivery, Customers role in Services, Physical evidence of a service, Service quality management.
- Unit 3: Services marketing in India –Marketing of Banking services, Insurance services, Transportation services, Hospitality service, Educational services, Tourism services.

- Michael Hutt and Thomas Speh, Bsiness Marketing Management, 8th Edition, Thomson Learning
- 2. COREY, E. Raymond. "Industrial marketing: Cases and Concepts". 3rd Edition, Englewood cliffs, New Jersey, Prentice Hall Inc., 1983.
- 3. Gross.A.C. etc "Business Marketing" Boston, Houghton Miffin, 1993.
- 4. Hill, Richard etc "Industrial Marketing" Homewood Illions, Richard.d.IRWIN, 1975.

- 5. Reeder, Robert etc. "Industrial Marketing analysis, planning and control" Englewood cliffs, New Jersey, Prentice Hall Inc., 1991.
- 6. Webster, F.E. "Industrial marketing". 2nd ED. New York, John Wiley, 1979.
- 7. Alexander, cross & hill, "Industrial Marketing", D.B. scaporevala publishing co., Bombay.
- 8. Roy, W. Hill "marketing technological products to Industry, Penguin books, London.
- 9. Schiffman and Kank, Sevices Marketing, Prentice Hall Inc.,
- 10. K.Rama Mohana Rao, "Services Marketing". Pearson Education, New Delhi.
- 11. Govind Apte, Services Marketing", Tata Mc Graw Hill, New Delhi
- 12. R.Srinivasan, "Services Marketing", Prentice -Hall of India, New Delhi.

404SC-FM: FINANCIAL DERIVATIVES

Objective: This course aims at orienting the students with financial engineering Indian and global markets towards creating effective risk management strategies, evolution of derivatives, concepts and application of derivatives, strategies for optimizing investment performance through derivatives, and valuation of contracts and application of derivatives in effective management of market performance

Course Structure

Module I: Introduction to Derivative Contracts

Unit 1: Evolution of Contracts, Need and importance of Derivative Contracts

Unit 2: Financial Derivatives - Introduction, Evolution of Derivatives, Factors contributing to the growth of derivatives, Global Perspectives of Derivatives,

Unit 3: Types of financial derivatives - Features of derivatives market, functions of derivative markets - Exchange traded versus OTC derivatives- Participants in derivatives markets

Unit 4: Derivatives market in India

Module II: Fundamentals of Option Contracts

Unit 1: Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks, put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options.

Unit 2: Concept of exotic option. Hedging & Trading strategies involving options

Unit 3: Valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

Module III: Future Contracts and their Applications

Unit 1: Futures and forwards - differences-valuation of futures, valuation of long and short forward contract.

Unit 2: Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures

Unit 3: Commodity futures, Index futures, interest rate futures - arbitrage opportunities.

Module IV: Commodity Derivatives

Unit 1: Commodity derivatives: commodity futures market-exchanges for commodity futures in India

Unit 2: Forward Market Commissions and regulation-commodities traded

Unit 3: Trading and settlements – physical delivery of commodities.

Module V: Swap Contracts

Unit 1: Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.

Unit 2: Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps - valuation of interest rate swaps - currency swaps - valuation of currency swaps.

- 1. Options Futures & Other Derivatives John C. Hull, 6/e, Pearson Education.
- 2. Options & Futures- Vohra & Bagri, 2/e, TMH
- 3. Insurance and Risk Management, P.K.Gupta, HPH, 2/e, 2011
- 4. Financial Derivatives- Bishnupriya Mishra and Sathya Swaroop Debashish, Excel books, 2007

- 5. Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010
- 6. Derivatives Dr Manjunath K R, College Book House, 1/e, 2014
- 7. Risk Management & Insurance Harrington & Niehaus, 2/e, TMH.
- 8. Risk Management & Derivative Shulz, Cengage Learning.
- 9. Principles of Risk Management & Insurance George E. Rejda, 11/e, Pearson Education, 2011.
- 10. Introduction to Derivatives and Risk Management Don M. Chance, Cenage Learning, 2008.
- 11. Introduction to Risk Management & Insurance Mark S. Dorfman, 9/e, Pearson, 2008
- 12. Risk Management Kotreshwar, HPH.
- 13. Futures, Options and Swaps Robert W. Kolb, 5/e, Wiley India Pvt. Ltd. 2011.
- 14. Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.

404SC-HRM: ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

OBJECTIVE: To introduce and to impart the requisite knowledge for handling organization development process and the major issues associated with it.

Course Structure

Module I: Introduction

- Unit 1: Meaning, Definition, Objectives, Implications, History of organization development, filed of organization development, Values, Assumptions and Beliefs in OD.
- Unit 2: Characteristics and foundations of OD Process: On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, System Approach to Planned Change, Experience- based, Goal setting and planning, focus on Work Teams.
- Unit 3: Action Research OD and: Process, Approaches, use of Action Research in OD

Module II: Organization Development and Intervention

- Unit 1: OD Interventions- Nature, Major OD Interventions, Dimensions, Individual, Task Process, Effective OD Interventions Characteristics, factors for Design.
- Unit 2: Team Interventions- Team Interventions: Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions.

Module III: Interpersonal and Structural Interventions.

- Unit 1: Personal, Interpersonal and Group Process Interventions: Process consultation, Third –
 Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning
 Interventions.
- Unit 2: Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, And Contingency Approach.
- Unit 3: Structural Interventions: Job Design, MBO, MBE, Socio-technical Systems, Physical Setting, And Conditions for OD, Re-engineering.

Module IV: Issues in OD

- Unit 1: OD facilitators Role, OD consultant, Consultant Client relationship, Problems in OD

 Interventions, Resistance Individual and Organizational, Research in OD, System
 Ramifications, Power, Role efficacy scale, working climate survey.
- Unit 2: Diagnostic Survey Job design and new Technology, Job diagnostic survey,
 Organizational diagnostic questionnaire, Creativity and Innovation: Job Enrichment
 Model of Hackmen and Oldham
- Unit 3: Contemporary issues and applications- Organizational Development in global context, Organizational development in Service Sector, OD Practioners role, competencies requirement, professional ethics and values and experiences, future trends in OD.

Module V: Organizational Change Management.

- Unit 1: Organizational Change: planned organizational change, Change agents, Dynamics of resistance to change planned change.
- Unit 2: Quality work life, Communication, Leadership styles, Training, Motivation and Participation.

- 1. Wendell LFrench, cecil h bell, "Organization development- behavioural science interventions for organization improvement", 6th edition, Pearson education. India.
- 2. S.Ramanarayan, T.V.R.ao, Kuldeep Singh, "Organization development and change", South Western College Publishing.
- 3. French, W. L. & Bell, C. H.: Organisation Development, Prentice Hall of India./Pearson Education
- 4. French, W. L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill
- 5. Gummings, T.G.& Worley, C.G.: Organization Development and Change, Thomson
- 6. Pareek, Udai: Understanding Organisational Behaviour, OUP
- 7. Robbins, S. P.: Organisational Behaviour, Prentice Hall of India./Pearso

405SC-MM: INTERNATIONAL MARKETING MANAGEMENT

Objectives: Course aims at providing students an opportunity to have insight in to international marketing environment and marketing skills in overseas markets

COURSE CONTENTS

Module I: International Marketing:

Unit 1: introduction and Importance – Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.

Module II: International Marketing Environment:

- Unit 2: Economic, Political, Legal, Socio-cultural and Demographic environment.
- Unit 3: International market entry strategies MNC's, Global marketers etc.

Module III: Organization for International Marketing:

- Unit 1: objectives of international marketing, Factors affecting international marketing, International marketing mix strategy.
- Unit 2: Distribution strategies and Types of intermediaries in international marketing.

Module-IV: **Export Planning:**

- Unit 3: Export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance,
- Unit 4: Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India.
- Unit 5: Import-Export policies of the Government of India Export documentation procedures and formalities.

Module-V: International Economic Institutions and Forums:

Unit-I: GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business

- 1. International Marketing Sak Onkvisit and John J. Shaw
- 2. International Marketing Philip Cateora and John Graham
- 3. International Marketing C.A. Francis

405SC-FM: INTERNATIONAL FINANCIAL MANAGEMENT

Objective: This course aims at orienting the students on global business environment and international markets, Financial Infrastructure in Global environment, Management of Global Financial Activities, Risk Management in Global financial environment, and to provide knowledge and skills for hedging foreign currency risks.

Course Structure

Module I: International Monetary System

Unit 1: Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime

Unit 2: The current Exchange Rate Agreements, European Monetary System

Unit 3: Fixed vs. Flexible Exchange Rate Regime

Module – II: International Financial Market – Operations and Administration

Unit 1: BOP and its fundamentals, tools and strategies used to manage BOP crisis

Unit 2 :Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations

Unit 3: International Money Markets, International Credit Markets and International Bond Markets, Comparison of International Financial Markets.

Module – III: Theories of Global Financial Management

Unit 1: Purchasing Power Parity Theory, Interest Rate Parity Theory

Unit 2: International Fischer's Effect, Pure Expectations Theory

Module IV: Tools for Managing Global Financial Risk

Unit 1: Transaction Risk, Translation Risk, Economic Risk.

Unit 2: Risk Hedging Strategies: Internal –Netting, Leads and Lags.

Unit 3: External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

Module V: Swaps Contracts for Hedging

Unit 1:Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption

- 1. Jeff Madura, International Financial Management, 6th Ed., South-Western, 2000.
- 2. Maurice D. Levi, International Finance, 3rd Ed., Mcgraw Hill, 1996.
- 3. Alan C. Shapiro, Multimational Financial Mangement., Prentice Hall Of India.
- 4. Madhu Vij., International Financial Management, 2th Ed., Excel Books, 2006.
- 5. Reid W.Click And Joshua D.Coval., The Theory And Practice Of International Financial Management., Prentice-Hall Of India Private Limited. New Delhi-2004
- 6. Buckley, Adrian Multinational Finance, New York, Prentice Hall Inc.m 1996
- 7. Shapiro, Alan.C Multinational Financial Management, New Delhi, Prentice Hall of India, 1995
- 8. International Financial Management by P.G.Apte, Mc Graw Hill.

405 SC-FM: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

The objective of the course is to understand the trends in International Human Resource Management and its implications to managing human resource in the globalised economy.

* COURSE CONTENTS*

MODULE I: International Human Resource Management

- Unit 1: Fundamentals of IHRM Approaches to IHRM Difference between Domestic HRM and IHRM, Managing International HR activates- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Socio-Political Economic System U.S, U.K, Japan and India a comparative analysis, M & A Integration of acquired employees in newer cultures, Global Mobility and HR-International postings
- Unit 2: Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

Module-II: Repatriation – Expatriation

- Unit 1: Repatriation Expatriation and repatriation Selection methodology of expatriation –
 Process of repatriation, job related adjustments, organizational development –
 International compensation: components, objectives and methods of compensation –
 Taxation decisions Changing trends in International employment.
- Unit 2: Domestic and International Labor Market, sources, International Migration and its impact on recruitment, International Talent Management.

MODULE III: Human Resource functions in the International context.

Unit1: Different approaches to multinational staffing decisions. Approaches –Ethnocentric, Polycentric, Geocentric, Regio-centric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE requirements

Unit 2: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, Types of Cross Cultural Training Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India a China.

MODULE IV: Managing HR in Virtual Organization:

Unit 1: Meaning and types of virtual organizations -Difference between traditional and virtual organizations - Features of virtual organization - Managing HR in virtual organizations - Challenges of International performance management - Career Management& International HRM

MODULE V: Industrial Relation and International HRM Practices.

Unit1: International Labor Relation Key issues-response of labor to MNCs –social dumping

Unit2: HRM International Joint Venture HRM Practices in different Countries-Japan, USA, Middle East, India and China-International HRM strategies-Differentiation or Integration.

Unit 3: Emerging trends and case studies

- 1. International Human Resource Management Peter J Dowling, Denice E Welch, Randall S Schuler Thompson South Western Excel Books- third edition -2005
- 2. International Human Resource Management Monir H Tayeb Oxford University Press -2005
- 3. International Human Resource Management Hugh Scullion, Margarel Linehan –
- 4. Palgrave McMillan -2005
- 5. The Global Challenge: Frame works for International HRM –Evans McGraw
- 6. Hill -2005
- 7. 5. Hillary Harris, Christ, Brewster & Paul Spamon, International HRM, VMP
- 8. Publishers.
- 9. 6. Terence Jackson, International HRM, Sage Publication.
- 10. 7. Anne Wil Harzing & Joris Van, Ruysee Veldt, International HRM, Sage
- 11. Publication.
- 12. International Human Resorce Management by Peter.J.Dowling, Marion. Festing and Allen engle.
- 13. International Human Resoruce Management by Randall S Schular, Dennis R Briscoe and Liss beth claus.

406: Elective-II Entrepreneurial Development and MSME

OBJECTIVES: To expose the students to the various aspects of Entrepreneurship and to make students to understand the concept, process and development project management in MSMEs.

* COURSE CONTENTS*

Module I: Entrepreneurship Development

- Unit 1: Nature, a Conceptual Model of Entrepreneur, Theories of Entrepreneurship
- Unit 2: Factors deterring the growth of Entrepreneurship
- Unit 3: Women Entrepreneurs, Rural Entrepreneurship,

Module II: Micro Small and Medium Enterprises.

- Unit 1: Meaning and definition of MSMEs, Features, Scope, Objectives, Relationship between small and large unit, Management Process in MSMEs.
- Unit 2: Registration process of MSMEs.
- Unit 3: Functions: Financial Management, Human Resource Management, Marketing Management and Production & Operation Management in MSMEs.

Module III: Institutional support to MSMEs.

- Unit 1: Institutional support mechanism in India
- Unit 2: Incentives and Facilities, Government policies for MSMEs.

- 1. Ishwa Prakashana
- 2. T.N.Manoharan, Students handbook on Income Tax Law, Snow white Publications
- 3. Harshad.C.Chowdhry, Central Excise & Customs, Ashoda Publications
- 4. E.A. Srinivas, Corporate Tax planning, Tata McGraw Hill
- 5. V.S.Sundaram, Commentaries on the Law of income-Tax in India, Law Publisher, Allahabad
- 6. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing house, Allahabad
- 7. Bhagmati Prasad, Direct Taxes Laws Practice, Wishwa Prakashana

FIRST SEMESTER

101 MHM HC: HUMAN RESOURCE MANAGEMENT

OBJECTIVE: The objective of this course is to sensitize students to the various facets of

Managing people and create an understanding of the various policies and

Practices of Human Resources Management.

Module I: Introduction to Human Resource Management

- Unit 1: Introduction-Definition, Nature, Scope, Objectives, Human Resource Management vs Personnel Management
- Unit 2: Evolution and Development of HRM, Functions of HRM, Personnel Policy, Records and Reports.

Module II: Human Resource Planning and Procurement, Training

- Unit 1: Human resource planning-meaning and importance of HRA, Need, process of HRP.
- Unit 2: Job Analysis- Meaning, Importance, Purpose, Job Description and Job Specification.
- Unit 3: Recruitment and Selection Importance, Process of Selection, Methods, Placement and Induction.
- Unit 4: Human Resource Training- meaning, Importance, need, Methods and Evaluation

Module III: Human Resource Appraisal and Motivation

- Unit 1: Human Resource Appraisal- Meaning and importance of HR Appraisal, Traditional and Modern methods of appraisal and Evaluation.
- Unit 2: Human Resource Motivation- Techniques and Applications.
- Unit 3: Work life Balance and Well being
- Unit 4: Human Resource Mobility- Importance and Purpose, Production, Demotion, Transfer, Separation, Absenteeism, Labor Turnover

Module IV: Industrial Relation and Administration

- Unit 1: Industrial Relation theory, approaches
- Unit 2: Industrial conflict management- Grievances, Disputes and Discipline
- Unit 3: Theories of Wages and Employee Compensation- Factors influencing wage fixation,
 Theories of Wage fixation, Methods and policies of Compensation

Module V: Case References and Discussions

Selected Unique and Contemporary HR issues

- 1. C.B. Memoria, Personnel Management,
- 2. K. Aswathappa, Human Resource Management. Tata Mc-Graw Hill New York.
- 3. C.S. Venkata Ratnam, Personnel Management. Tata Mc-Graw Hill New York.
- 4. C.B. Gupta, Human Resource Management, Sultan Chand & Sons, New Delhi.
- 5. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi.
- 6. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
- 7. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
- 8. A.M. Sharma, Personnel Management and Human Resource Management, Himalaya Publishing House, Mumbai.

102. MHM HC. PRINCIPLES AND PRACTICES OF MANAGEMENT

OBJECTIVE:

The objective of this paper is to provide foundation for understanding basic management concepts and to familiarize with current management practices.

COURSE CONTENTS

Module I: The basic of global management theory and practice

- Unit 1: Conceptual Frame work of Management Nature, Scope, Functions and Principles,

 Management v/s Administration
- Unit 2: Roles of managers-Managerial Skills and level of Management in changing Environment
- Unit3: Evaluation of Management Thoughts: Classical, Neo- Classical and Modern Management theories. Contemporary Management Thoughts and Contributions to Management.
- Unit 4: Ethics and Systems in Management
- Unit 5: Japanese Management

Module II: Planning

- Unit 1: Nature, types and Purpose of Planning, Planning premises.
- Unit 3: Planning Process and planning instruments
- Unit 4: Failure of plans-guidelines for effective planning.

Module III: Organizing

- Unit 1: Anatomy of an organization Principles of organization, Organizational hierarchy Formal and Informal organization.
- Unit 2: Basic Organization structures.
- Unit 3: Variables in designing an organization structure.
- Unit 4: Grouping of functional activities departmentation, Power authority, responsibility Relationship, Line, Staff and Committee, Line & staff conflict basics of Obligation of authority.
- Unit 5: Centralization V/S Decentralization Span of Management.

Module IV: Staffing and Directing

- Unit 1: Concept of Staffing: Definition, Importance, Scope, Approaches To and responsibilities of Staffing, Factors influencing staffing.
- Unit 2: Manpower planning: Introduction, Manpower planning process.
- Unit 3: Job Analysis, Job Description, Job Specification: Introduction, Uses, Process.
- Unit 4: Concept of Direction: Introduction and Principles.
- Unit 5: Direction and Supervision, Techniques of direction, effective of supervision, Directing and Human factor-Managerial Models

Module V: Managerial Decision Making:

- Unit 1: Steps in Decision Making, Guidelines for effective decision making, Decision making tools.
- Unit 2: Co-Ordination Principles and techniques of Co-ordination.
- Unit 3: Problems of Co- Ordination guidelines for forging and effective co-ordination.

Module VI: Controlling:

- Unit 1: Control Concepts Hemostats, Cybernetics, Feedback, Improvement, Innovation.
- Unit 2: Systems and Process of control, Pre requisites of control, Control techniques and tools, Temporal and behavioral dimensions of control, Problems of in control process.
- Unit 3: Essentials of computer based control systems improving effectiveness of control functions
- Unit 3: Case Reference Discussions on Practices and Unique Principles of Selected Hundred and Five hundred Fortune Companies.

- 1. "Management" by J.A.F Stoner, R.E.Freemass and D.R.Gilbert.Jr.
- 2. "Business Legends" by Gita Piramal.
- 3. "Principles of Management" by George.R.Terry and Franklin. All India Travelers Book sellers, AIBITS Delhi-51.
- 4. "Principles of Management" by Horold.D.koontz and Cyril J.Donnel,Mc Graw Hill Co., publications.
- 5. Management Theory and Practice by Emest Dale, Mc Graw Hill Co., puplication.
- 6. The practice of management by Peter F Drucker.
- 7. Management Tasks Responsibilities and practice by Peter F Drucker.
- 8. The Effective Executive'by Peter F Drucker.
- 9. Technology, Management and society" by Peter F Drucker 'Management' by Peter F Drucker.

103 MHM HC: ORGANISATIONAL BEHAVIOUR

OBJECTIVE:

The objective of this course is to familiarize the students with basic concept of behavioral processes in the organization, its effectiveness and the managerial requirements to alter workforce behavior.

COURSE CONTENTS

Module I: Fundamentals of organization behaviour

- Unit 1: Introduction to organization behaviour –fundamental concepts.
- Unit 2: Nature and scope of organization behavior, Historical perspective of OB.
- Unit 3: Models of organization behavior, Managerial, Organizational and Global Challenges to Organization Behavior Manager

Module II: The Individual

- Unit 1: Foundations of individual behaviour –individual Differences, Model of man.
- Unit 2: Personality –concept of personality, determinants of personality, personality theories, cases.
- Unit 3: Perception –Meaning and importance of perception, perception process, factors influencing perception, cases
- Unit 4: Attitudes- Nature of Attitudes, Components of Attitudes, Sources and Measurement of attitude, changing attitudes and its barriers, cases.

Module III: The Group

- Unit 1: Foundation of group behaviour –Meaning and Nature of Group, Stages of Group Development and its Types, Group Norms cohesiveness, cases.
- Unit 2: Motivation Meaning and importance of motivation, motivational techniques, theories of motivation, cases

Module IV: The Organization

Unit 1: Employee counseling and inter personal behaviour – Importance of Counseling, counseling functions, The Manager's Counseling Role, Transactional Analysis, Self concept, Life positions.

- Unit 2: Leadership Nature and Characteristics, Leadership styles, Leadership Theories, Cases.
- Unit 3: Team Building and Participative Management Meaning and importance of Team building and participative management, Types, Team Building Techniques, Benefits of participation, Cases.
- Unit 4: Conflict Management Nature of conflict, Types and sources of conflict, conflict Management, Cases.

Module V: The Dynamics of Organization

- Unit 1: Organization culture Meeting and Characteristics, Types and Functions of Culture, Creating, Sustaining and Changing a Culture.
- Unit 2: Organization Change- meaning and Nature of Change, Importance, Change Implementation, Cases.
- Unit 3: Organization Development- Meaning and Characteristics, importance, Steps in OD Process, Techniques OD, Cases.

- 1. Robbins, S.P. Organizational behavior, Prentice Hall of India.
- 2. Robert A. Baron and Jerald Green Berg, Organizational behavior, Prentice Hall of India.
- 3. Luthans, F. Organizational Behavior, Tata Mc-Graw Hill, New York.
- 4. Keith Davis and Newstrom, Organizational Behavior, Tata Mc-Graw Hill, New York.
- 5. Sharma, R.A. Organizational theory and behavior, Tata Mc-Graw Hill New York.
- 6. Gergory Moorhead and Ricky W Griffin, Organizational behavior, Jaico Publishing. House, Mumbai.
- 7. Davis, Human Behavior at Work and Organizational Behavior Tata Mc-Graw Hill New York.
- 8. Uday Pareek, Understanding Organizational Behavior, oxford and IBH Publications, Jaipur.
- 9. Rao, V.S.P and Narayana, P.S. Organization Theory and Behavior, Konark Publishers, New York.
- 10. Shashi k. Gupta, Organizational Behavior, Kalyani Publishers, New Delhi.

104 MHM HC – QUANTITATIVE TECHNIQUES FOR HR

OBJECTIVE:

The objective of this course is to make the students familiar with some basic statistical techniques and Linear Programming Concepts. The main focus however is in their applications in business decision making especially in touch with personnel functions.

COURSE CONTENTS

Module I: Functions

- Unit 1: Application of functions, some special functions. AP and GP and their Managerial Application
- Unit 2: Matrices- their operations, Adjoins, Determinant, Rank Inverse of a matrix and their application.

Module II: Frequency Distribution and Analysis

- Unit 1: Data analysis Measures of central tendency Mean, Media, and Mode.
- Unit 2: Measures of Dispersion mean deviation and standard deviation. Co-efficient of variation.
- Unit 4: Simple correlation and regression analysis.
- Unit 5: Time series analysis, forecasting and Index Numbers.

Module III- Probability Theory and applied arithmetic aptitude

Unit 1: Permutation and combinations, Probability theory and Problems, Time and work, Partnership problems, Simple and Compound Interest Calculations.

Module IV: Linear Programming:

- Unit 1: Linear Programming, formulation and Graphical Solution,
- Unit 2: Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel's approximation method.
- Unit 3: Optimum Solution by MODI method, Assignment Problem and its solution.

- 1. Business Statistics by S.P Gupta and M.P. Gupta. New Delhi, Sultan Chand 1997.
- 2. Statistics for management by Levin Richard I and Rubin David New Jersey prentice Hall Inc. 1995.
- 3. Mathematics for management by N.Raghavachari. Tata Mc Graw Hill Co., publication.
- 4. Fundamentals of statistics D.N. Elthanco. Sultan Chand & co. publication.
- 5. Problems and solutions in business mathematics V.K Kapoor. Sultan Chand & Co. publication.
- 6. V.Sundareshan and S.D Jayasheelan Business mathematics. Sultan Chand & Co. Publication
- 7. Gorak Prasad Text Book on Differential calculus Pothishala Private Co ltd Allahabad Publication.
- 8. Abe Mizrahi and Michael Sullivan Calculus with application in business John Wiley and sons Publication.

105 MHM HC: PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS

OBJECTIVE:

The objective of this course is to foster the required knowledge of personality development and to develop the communication skills of the student to cope up with the corporate requirements and skills required

COURSE CONTENTS

Module I: Personality Development Skills

- Unit1: Introduction to Personality and Personality Development, Importance and Essential Skills for Personality Development, Personality Development v/s Soft Skills
- Unit 2: Self Esteem: Meaning, Importance, Types
- Unit3: SWOT Analysis: Meaning, Internal and External Individual Analysis, Individual and Organization SWOT Analysis
- Unit 4: Individual Change Management: Meaning, Approaches, Forces, Resistance to Change, Process of Change, Circle of Concern, Circles of influence
- Unit 5: Quality and Goal Selling: Meaning, Definition, Importance, Individual and Organizational Quality, Quality Circles, Quality Policy, Bench Marking, Keizen.Goal Setting: Meaning and Importance, Process, Types, Smart goals, objectives, Resolution, Mission and Vision

Module II: Communication Skills

- Unit1: Communication: Definition, Communication Loop, Elements, Barriers, Strategies, Verbal and Non Verbal Communication, Effective Communication at Work Place, Active Listening Skills.
- Unit 2: Speaking Skills:
- Unit3: Body language and Presentation: Concept, Importance Factors and Significance, Personal Appearance, Posture and Gestures, Eye Contact, Interview and Group Discussion.
- Unit 4: Etiquette and Manners: Concepts and Importance, General Behavior, Work Etiquette

Module III: Business Communication

- Unit 1: Introduction to Business Communication, Basic forms of Communication, Process of Communication, Principle of effective Communication. 7Cs, Types of Communication, barriers to Communication.
- Unit 2: Business Letter Writing, Need, Function, Kinds and Layout of letter Writing, Types of Letter Writing, Persuasive letter, Request Letter, Sales Letter, complaints and Adjustments.
- Unit 3: Departmental Communication: Meaning, Need and Types, Interview Letter, Promotion Letter, Resignation Letter, News Letter, Circular, agenda, Notice, office memorandum, Office Order, Press Release.
- Unit 4: Modern Communication Techniques: Telephone, Radio, Fax, T.V, Satellites, E-mail, Bulletin Board, and Video conferencing
- Unit 5: Role Play on Selected Topics with Cases, analysis and real life Experiences.

- 1. "A Text Book of Business Communication" by Chappel R T & Red W L kacdonald Evans Plymouth publication.
- 2. "Communication" by deverell CS Gee & co., London.
- 3. "The Art of communication" bylayton A.C pitman, London.
- 4. "Communications" in business" by P littele, Longmans, London.
- 5. "Communication" by Williams R chatto 7 windus, London.
- 6. "Effective communications" by E.C.Eyre.
- 7. "Functional Business communication" by jerasuman daw & willim lord.
- 8. "Organizational communication" The key stone to Managerial Effectiveness" By Jerry C.Wofford, Edwin A., Geroff & Robert C Cummins.
- 9. "Communications in Business & Industry" by Dennies Murphy.
- 10. "Effective Business Communication" by M.V. Hodrigues, Concept Publishing Co., New Delhi.
- 11. Excellence in Business communication by John V.Thill and court land L Bovee MC Graw Hill cos.
- 12. Executive Business communication by Herta Murphy, Herbest W. Hilde-branot and Jane P.Thomas. MC Graw Hill cos.

SECOND SEMESTER

201 MHM HC BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVE: The purpose of this paper is to provide an insight on ethical Concepts and Corporate Governance in Business.

COURSE CONTENTS

Module I: Ethical Decision Making

- Unit 1: Overview of Ethics- Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness, Approaches.
- Unit 2: Theories of Ethics Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory, Aristotle's Virtue based ethics and Narrative based ethics Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition. (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

Module II: Ethical Impact on Business

- Unit 1: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology.
- Unit 2: Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights,

Module III: Corporate Governance:

- Unit 1: Issues, need of corporate governance code, Code of Corporate Practices, social responsibility of corporate, Corporate Social Reporting.
- Unit 2: Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

Module IV: Emerging Issues in Business Ethics and Global Economy

Unit 1: Emerging Issues in Business Ethics

- Unit 2: Role of Ethical culture and Relationship in Organizational Culture
- Unit 3: Effective Ethical Program
- Unit 4: Business Ethics in Global Economy

- 1. S.S. Iyer Managing for Value (New Age International Publishers, 2002)
- 2. Laura P Hartman Abha Chatterjee Business Ethics (Tata McGraw Hill, 2007)
- 3. S.K. Bhatia Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 4. Velasquez Business Ethics Concepts and Cases (Prentice Hall, 6th Ed.)
- 5. Reed Darryl Corporate Governance, Economic Reforms & Development (Oxford).
- 6. Mathur UC Corporate Governance & Business Ethics (Mc Mill

202 MHM HC RESERCH METHODOLOGY

OBJECTIVE:

To equip the students with the understanding of the Research Methodology and to provide an insight into the application of Modern analytical tools and techniques for the purpose of management decision-making.

COURSE CONTENTS

Module I: Research Methodology: An Introduction

Unit 1: Research-Meaning, importance, characteristics. Behavioral sciences research- Meaning, concept and problems in behavioral sciences research, Types and methods of Research. Fundamental Applied and Action research, Exploratory, Descriptive, Diagnostic, Evaluation, Experimental, Analytical, Historical Research, Review of literature ñ Need, Search Procedure, Sources of literature, planning the review work. Research problem, Selection and Formulation of research problem and guiding principles in the choice of research problem, Factors and criteria in selection of research problem, statement of research problem and development of theoretical orientation of the research problem, Research Nature and scope of Research Methodology

Unit 2: Objectives- Meaning, types and criteria for judging the objectives. Concept and Construct-Meaning, role of concepts in research and Conceptual frame work development in research. Variables - Meaning, types and their role in research. Hypothesis- Meaning, importance and functions of hypothesis in research, Types of hypothesis, linkages, sources, problems in formulation and criteria for judging a workable hypothesis. Measurement and Scaling Techniques- Meaning, postulates and levels of measurement, Use of appropriate statistics at different levels of Measurement, scaling Techniques.

Module II: Methods of Data Collection and Sampling

Unit 1: Collection of Primary Data, Observation Method, Interview method, Preparation of Questionnaire and Schedules, Collection of Data through Questionnaires, Collection of Data through Schedules, Difference between Questionnaires and Schedules, Some other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection

Unit 2: Sampling Fundamentals: Need for Sampling, Some Fundamental Definitions, Important Sampling Distributions, Central Limit Theorem, Sampling Theory, Concept of Standard Error, Estimating the Population Mean, Estimating Population Proportion, Sample size and its determination, Sampling singe and its Determination: Bayerian statistics, Selection of appropriate statistical technique

Module III: Processing and Analysis of Data

Unit 1: Processing and analysis of Data.

Unit 2: Measurement and scaling technique

Unit 3: SPSS and other statistical software Packages.

Unit 4: Advanced techniques for data analysis-ANOVA, discriminate analysis, Conjoint Analysis, Multidimensional scaling.

Module IV: Interpretation and Reporting

Unit 1: Interpretation of Data.

Unit 2: Report writing.

- 1. Marketing Research-D.D.Sharma.
- 2. Research Methodology-Cooper Scheduler
- 3. Research Methodology-Kotari.C.R.
- 4. Statistical Methods-Gupta.S.C.
- 5. Research Methodology-Gupta.S.C.

203 MHM HC MANAGERIAL ECONOMICS

OBJECTIVE:

To provide the students with the understanding of various micro managerial perspectives and insights into look at the concepts to manage the demand, supply and market equilibrium and their influences on HR decisions.

COURSE CONTENTS

Module I: Basics of Managerial Economics

- Unit 1: Meaning and Scope of Managerial Economics, Basic principles of Economics.
- Unit 2: Theory of Demand and Supply.
- Unit 3: Theory of Production.
- Unit 4: Revenue and Cost Concept.
- Unit 5: Market Structure and Price Determination.

Module II: Demand and Supply of Labor

- Unit 1: Short run and long run demand for labour, Firm's demand and Market demand for labour, Competitive and noncompetitive product markets and changing demand for labour, Hiring from alternative skill sets, Selection probation, contingent contract.
- Unit 2: Supply of Labour: Individuals decision to work, Market supply of labour, Retirement and voluntary retirement schemes, some labour legislations and impact on individual supply of labour
- Unit 3: Labour Market Equilibrium: Wage determination, Changing market conditions and wages, internal job markets and different considerations behind wage setting.

Module III: Investment in Human Capital:

- Unit 1: Individual's choice of educational attainment, Costs and benefits of human capital investments, who should invest in human capital the individual or the firm?
- Unit 2: Employment Contracts and Problems of Information, Lack of information about applicant's exact productivity / ability before employment, How to best use the signals so that the right person is chosen, Lack of information about efforts put in by employee

after appointment, How to ensure, without monitoring, that the employee puts in hard work?

Unit 3: How to design incentives for retaining critical worker? Discrimination in the Labour Market.

- 1. George J Borjas (2009) Labor EconomicsD. Bosworth, Peter Dawkins, Thorsten Stromback (1996) Economics of the Labour Market
- 2. Ronald G Ehrenberg, Robert S. Smith (2011) Modern Labor Economics: Theory and Public Policy
- 3. Ronald G. Ehrenberg, Robert S. Smith (2008) Modern Labor Economics: Theory and Public Policy
- 4. Managerial Economics: Applications, Strategies, and Tactics 11th Edition by James R. McGuigan, R. Charles Moyer, and Frederick H.deB. Harris
- 5. Managerial Economics- Theory and Applications, Dr D M Mithani
- 6. Managerial economics Atmanand.

204 MHM HC: STRATEGIC HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

This paper is designed to foster the strategic approach to HRM practices that would enable best possible probabilities of success in implementing HR strategies.

COURSE CONTENTS

Module: I: Conceptual Framework of SHRM and SHRP

Unit 1: Introduction, Definition, Importance scope and approaches to HRM

Unit 2: Strategic Dimensions: Integrating HR strategy with corporate and functional strategies, functional strategy formation external environment for HR, Role of HR in strategy formulation

Unit 3: SHRM & SHRP: Importance, Advantages, Process and Techniques.

Module II: Strategies for Human Resources Functions

- Unit 1: Strategic HR Planning and Staffing: Nature of HR planning, Job Analysis, conducting job analysis, Job analysis, Conducting Job Analysis, Job design, strategic Guideline, strategies for recruitment, selection, Recruitment methods, selection process, strategies for effective recruitment and selection.
- Unit 2: Strategies for Maximizing HR Productivity: Training and Development, Orientation, Training And Development Methods, Evaluation Of T& D, Strategies For Effective Performance Appraisal Systems, Performance Appraisal Systems, Performance Appraisal Objectives, Process, Systems, Performance Appraisal Objectives, Process, Types Of Performance Appraisal, Strategies And The Performance Appraisal. Career Planning and Development, Importance, Methods.
- Unit 3: Strategies for Maintaining Human Resource: strategies foiencr Improving Health and safety, Managing the problem employee, Building good disciplinary climate.
- Unit 4: Strategies for dealing with Union: Role of Unions, Strategic Collective bargaining, process and grievances and redressal system.

Module III: Human Resources Development & System:

- Unit 1: Fundamental concepts relating to HRD: overview, role, need process and HRD, mechanism and Approaches.
- Unit 2: Planning and organizing HRD systems: HRD policies, objectives and philosophy.
- Unit 3: Globalisation and its implications of Corporate HRD: globalization, Challenges for organization, critical implications of Theory and practices of HRD. Reorientation of HRD system.
- Unit 4: HRD-A strategic perspective: emerging HRD Challenges, competitive business environment, challenges in Public and Private Business sectors.
- Unit 5: Role of HRD in Knowledge Management: Knowledge Management challenges, HRD for Knowledge management, Role of HRD in Implementing Knowledge Management, Initiations, Knowledge Transferring, Data Processing and Knowledge Management Techiques.

Module IV: Strategic Human Resource Information Systems and Emerging trends.

Unit 1:Introduction on HRIS: Definition, Concepts, objectives and stages of development, steps in implementing HRIS, HRIS Products and models, HRI Vendor selection.

Unit 2:Emerging Trends: Competency Mapping, Balanced Score card, New employee Retention Policy, Talent Management, HR matrix, Employers Brand, Dual Carrier groups, Right sizing, Learning organization, Emotional Intelligence, Job Positioning.

- 1. Strategic Human Resource Management by Tanuja Agarwala
- 2. Armstrong's Handbook of Strategic Human Resource Management, 5th Edition
- 3. Strategic Human Resource Management-Theory and Practice *Second Edition by* Graeme Salaman
- 4. Carrig, K. & Wright, P.M. (2006) Building profit through building people. Making your workforce the strongest link in the value-profit chain. Alexandria, Virginia: Society for human resource management.
- 5. Huselid, M., Becker, B.E., Beatty, W.R. & Ulrich, D. (2005) The workforce scorecard: managing human capital to execute strategy. Boston: HarvardBusinessSchool Press

205 MHM HC ORGANIZATIONAL DEVELOPMENT

OBJECTIVE: To introduce and to impart the requisite knowledge for handling organization development process and the major issues associated with it

Module I: Introduction

- Unit 1: Meaning, Definition, Objectives, Implications, History of organization development, filed of organization development, Values, Assumptions and Beliefs in OD.
- Unit 2: Characteristics and foundations of OD Process: On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, System Approach to Planned Change, Experience- based, Goal setting and planning, focus on Work Teams.
- Unit 3: Action Research OD and: Process, Approaches, use of Action Research in OD

Module II: Organization Development and Intervention

- Unit 1: OD Interventions- Nature, Major OD Interventions, Dimensions, Individual, Task Process, Effective OD Interventions Characteristics, factors for Design.
- Unit 2: Team Interventions- Team Interventions: Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions.
- Unit 3: Personal, Interpersonal and Group Process Interventions: Process consultation, Third –
 Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning
 Interventions
- Unit 4: Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, And Contingency Approach.
- Unit 5: Structural Interventions: Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, And Conditions for OD, Re-engineering.

Module III: Issues in OD

Unit 1: OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD
 Interventions, Resistance – Individual and Organizational, Research in OD, System
 Ramifications, Power, Role efficacy scale, working climate survey.

- Unit 2: Diagnostic Survey Job design and new Technology, Job diagnostic survey,
 Organizational diagnostic questionnaire, Creativity and Innovation: Job Enrichment
 Model of Hackmen and Oldham
- Unit 3: Contemporary issues and applications- Organizational Development in global context, Organizational development in Service Sector, OD Practioners role, competencies requirement, professional ethics and values and experiences, future trends in OD.

- 1. Wendell LFrench, cecil h bell, "Organization development- behavioural science interventions for organization improvement", 6th edition, Pearson education. India.
- 2. S.Ramanarayan, T.V.R.ao, Kuldeep Singh, "Organization development and change", South Western College Publishing.
- 3. French, W. L. & Bell, C. H.: Organisation Development, Prentice Hall of India./Pearson Education
- 4. French, W. L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill
- 5. Gummings, T.G. & Worley, C.G.: Organization Development and Change, Thomson
- 6. Pareek, Udai: Understanding Organisational Behaviour, OUP
- 7. Robbins, S. P.: Organisational Behaviour, Prentice Hall of India./Pearso

THIRD SEMESTER

301 MHM HC COMPENSATION MANAGEMENT

OBJECTIVE:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organization and to impart skills in designing, analyzing and restructuring reward management systems policies and strategies.

COURSE CONTENTS

Module-I: Reward Management

Unit 1: Introduction to Reward Management

Unit 2: Total Reward and Engaged Performance

Unit 3: Reward Process and Policies

Unit 4: Motivation and Components of Reward

Unit 5: Strategic Reward

Unit 6: Theoretical understanding of Economic Theory related to Reward Management

Unit 7: Theories of Wages

Module- II: Foundations of Reward Management

Unit 1: Psychological Contract

Unit 2: Levels of Pay

Unit 3: Reward Philosophy

Unit 4: Evaluating Reward Process

Unit 5: Development of Reward process

Module- III: Assessing Job Size and Relativities

Unit 1: Job and Role Analysis

Unit 2: Job Evaluation: Process, Scheme Design and operation

Unit 3: Equal Pay for Work of Equal Value

Unit 4: Graded pay- Broad Banding-Job Family Modeling

Unit 5: The Basis for Performance Management

Unit 6: Performance Management in Practice

Module-IV: Contingent Pay

- Unit 1: Performance Oriented Pay
- Unit 2: Competence Pay
- Unit 3: Executive Annual Incentive Schemes
- Unit 4: Employee and Executive Share Scheme
- Unit 5: Team Rewards
- Unit 6: Gain Sharing- Sharing in Corporate Success, Profit Sharing

Module-V: Special Aspects of Reward Management

- Unit 1: Employee Benefits, Flexible Benefits, Pensions and Tax Considerations
- Unit 2: Boardroom Pay
- Unit 3: International Remuneration
- Unit 4: Mergers and Acquisitions
- Unit 5: Reward Policies for New, Star-up and High-growth Organization

- 1. Armstrong, Michel and Merles, Helen "Reward Management Hand Book Salary Remuneration.
- 2. Bergen, Lenard. R "Wage and Salary Administration".
- 3. Capeman, George "Employees Share Ownership".
- 4. Hart Robert. A. "Economics of Non wage Labor Costs".
- 5. Micron, Rock "Hand Book of wage and Salary administration".

302 MHM HC: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

OBJECTIVE: To foster in-depth knowledge of regulations and policy framework governing Industrial relations and labor management.

COURSE CONTENTS

Module I: Conceptual Framework of Industrial Relations:

- Unit 1: Background of Industrial Relations: definition, Meaning, importance, relations/employee relations, approaches to Industrial relations, Forms of Industrial relations, case references.
- Unit 2: Evolution of Industrial relations: Industrial relations prior to British Raj, Case references.
- Unit 3: State Policy on Industrial Relations: bi-parties, Tri-parties, Indian Labour conference, Two and its impact, economic reforms and Industrial Relations, case references.

Module II: Employees Associations and Trade Unionism in India:

- Unit 1: Trade Union: Concept, Objectives and Functions, Theories of trade unionism, trade union movement in India, Trade union act 1926, problems in trade union, trade union structure, trade union federations, emerging trends in trade union, case references.
- Unit 2: Industrial Conflict Management: definitions, Factors and Types of Industrial Conflict, Industrial disputes act 1947, Methods and Machinery for settlement of Industrial dispute in India, Case References.
- Unit 3: Disciplinary Procedure and the Industrial employment(standing orders) Act 1946: Discipline and Indiscipline, misconduct, disciplinary procedure, disciplinary techniques, concepts of industrial employment(standing orders) act 1946, case references.
- Unit 4: Collective Bargaining: Definition, Essentials and Functions of Collective Bargaining, Collective Bargaining process, Collective Bargaining in India- Case references.
- Unit 5: Workers participation in Management: Definition, Motivation V/S Workers participation in Management, Joint Comsultation and workers participation in Management, Emerging Issues in Workers Participation in India. Case References.

Module III: Labour legislation

- Unit 1: Background of labour legislation: Introduction, Indian Constitution and Labour legislation, IWO and its influences on Labour Legislation in India. Case References.
- Unit 2: Protective legislation: The factory act 1948; Case References.
- Unit 3: Wage legislation: Minimum wages act 1948, Payment of wages act 1936, equal remuneration Act 1976, the payment of Bonus act 1965, Case References:

Module IV: Social Security legislature and International Law

- Unit 1: Introduction to social security Legislations: Meaning, History, problems and prospects, Case references.
- Unit 2: Employees state insurance act 1948, Employee Provident Fund and Miscellaneous Provisions Act 1952. Case References.
- Unit 3: Workers Compensation act 1923, The Maternity Benefit act 1961, Payment of gratuity Act-1972, Case References.
- Unit 4: Nature and foundations of International Law: International Labor forces, common law, civil law code law, Concept and definitions of international law. Public International Law and Private International law, Basis of International Law, Theory of Fundamental rights.

- 1. Mamoria.Mamoria Gankar- Dynamics of Industrial Relations. Himalaya Publishing House-2000.
- 2. Monappa.A.-Industrial Relations. Tata Mc Graw Hill 1985.
- 3. Srivastava.S.C. Industrial Relations and Labour Laws.New Delhi Vikas Publishing House-1994.
- Malik.P-Hand book of Industrial Law. Lucknow Eastern Law Co., 1995.
- 5. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi.
- 6. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
- 7. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.

303 MHM HC INTERPERSONAL PROCESSES AND COUNSELLING:

OBJECTIVE:

To impart various approaches to interpersonal process and counseling, to implement at least three therapeutic techniques in each approach, and to impart knowledge on critiquing various approaches and develop skill to use them on diverse populations.

COURSE CONTENTS

Module I: Group and Group Influence

- Unit 1: Groups: What is a group? Definition, Types of Group, Dynamics of Group Formation, structure and dynamics of work groups, Group Cohesiveness And effectiveness.
- Unit 2: Interpersonal Communication-Interpersonal Communication process. Communication effectiveness Johari window, interpersonal awareness, Social facilitation, social loafing Interpersonal Trust, Inter personal Conflicts, Group Decision Making, Group Synergy.
- Unit 3: Interpersonal process. Understanding Human Behaviour, self concept, perception, attention, distraction, attitude, occupational stress and coping, Impression Management.
- Unit 4: Memory-Process and Types, Intelligence, Intelligence Quotient, Emotional Intelligence, Emotional Quotient.

Module II: Decision Making

- Unit 1: Interpersonal Trust: Building trust, validating and measuring Interpersonal trust, managing interpersonal trust, managing interpersonal trust and Distrust.
- Unit 2: Group decision making: Approaches to decision making, individual v/s Group decision makes, and group decision making techniques.
- Unit 3: Team Building: Concept of Teams, Distinguishing team from Groups, Types of Teams Dysfunctions of groups and teams, Dynamic of Informal Groups, Creating Teams, Making Team successful obstacles to success, Training in team Skills developing successful team.
- Unit 4: Major Concepts and emerging Trends-Power Politics, Authority, Integration and Control, Organization Climate, Culture-Cross Cultural contradiction, Organizational effectiveness.

Module III: Management of Conflict and Counseling:

- Unit 1: Conflict: introduction, definition, types, conflict process and machinery for conflict Management.
- Unit 2: Psychoanalytic psychotherapy: Introduction to Freud and his personality theory Therapeutic process Techniques Application of techniques and procedures therapy with diverse populations.
 - Brief Psychotherapies: psychoanalytic therapy Autonomous psychotherapy Time Limited Dynamic Psychotherapy Ego Psychology Object Relations Psychology Self Psychology.
 - Adlerian Psychotherapy: Introduction to Adler and his personality theory Therapeutic process Techniques Application of techniques and procedures Adlerian therapy with diverse populations.
- Unit 3: Person Centered Psychotherapy: Introduction to Carl Rogers and Rogerian theory of personality Therapeutic process Techniques Application of techniques and procedures Therapy with diverse populations.
 - Existential therapy: Introduction to Existentialism Logotherapy Therapeutic process Techniques Application of techniques and procedures Therapy with diverse populations.
 - Gestalt Therapy Introduction to Gestalt therapy Therapeutic process Techniques Application of techniques and procedures Therapy with diverse populations.
- Unit 4: Behavior Therapy: Introduction to behavioral theories –Behavioral therapeutic process Techniques Application of behavioral techniques and procedures Therapy with diverse populations.
 - Lazarus Multimodal Approach to Psychotherapy: Introduction to Multimodal Psychotherapy theory Therapeutic process Application of techniques and procedures- Therapy with diverse populations.
 - Cognitive Behavior Modification: Donald Meichenbaum's approach to therapy
- Unit 5: Cognitive Therapy: Introduction to Albert Ellis Rational Emotive Behavioral (REBT) theory Therapeutic process Techniques Application of techniques and procedures REBT with diverse populations.

Aaron Beck's Cognitive Therapy: Introduction to Aaron Beck's cognitive theory (CT) – therapeutic process – Techniques – Application of techniques and procedures CT with diverse populations.

Integrative Approach to Psychotherapy: Integration vs. Eclecticism –An introduction to therapy, techniques and applications.

- 1. Corey, G. (2008). Theory and Practice of Counselling and Psychotherapy (8th ed.) Canada: Brookes/Cole.
- 2. Corey, G. (2008). Student manual for Theory and Practice of Counselling and Psychotherapy (8th ed.). CA: Brooks/Cole.
- 3. Burl E. Gilland & Richard K. James (1998). Theories and Strategies in Counselling and Psychotherapy. Singapore: Allyn and Bacon.

304 MHM HC COMPUTER APPLICATIONS IN HR

OBJECTIVE:

To expose students to skill sets of various computer applications that is widely used in the field of Management especially in reference with HR management.

COURSE CONTENTS

Module 1: Introduction to Computer

- Unit 1: History of Computers, Types of Computers, Components of Computer, and Generation of Computers.
- Unit 2: Computer Hardware-Input, Output and Storage Devices.
- Unit 3: Computer Memory-RAM, ROM, EPROM, etc., Computer Architecture.
- Unit 4: Computer Software-System, Application software.
- Unit 5: Generation of Programming Languages, Compilers and interpreters. Different programming languages and their Usage.
- Unit 6: Modes of Processing-Batch, Time Real Time etc.

Module II: Computer Network and Internet Concepts

- Unit 1: Computers Networks-Meaning Types.
- Unit 2: Understanding the Internet. Basics of HTML, CSS, XML, HTML 5.0, HTTP, SMTP, VRML.
- Unit 3: Emails, URL Protocols, and TCP/IP,
- Unit 4: Telnet, Usenet, Goper, Archie, Jughead, Veronica and WWW

Module III: Applications of Management Information Systems

- Unit 1: Introduction to ERP-Evolution of ERP, What is ERP, Reasons of growth, Advantage of ERP
- Unit 2: Benefits of ERP-reduction of lead-time, ontime shipment, reduction is cycle time, better customer satisfaction.
- Unit 3: ERP Implementation Life Cycle, HR modules of ERP, Human Resource Information system and its functions.

Module IV: Application Programs for HRM

- Unit 1: MS EXCEL: Work Sheet and Excel Table Basics, work Book Management, Formula Basics, Formulae relevant to HR, V and H look up Functions, Filtering, Sorting, Conditional Formatting of Data, If, Multiple If and what if analysis. Pivot Table report, Pivot Chart Reports, Split lines. Excel Document Templates related to HRM profession Requirements.
- Unit 2: MS POWERPOINT: Creating a presentation, Format slides or presentations, working with graphics and charts, Animation effects, Add sounds or movies.
- Unit 3: Introduction to MS access data bases, templates of different data bases, introduction to MS outlook at its templates

- 1. Enterprise Resource planning-Sadagopan, Prentice Hall of India
- 2. Enterprise Resource Planning-Alexis Leon
- 3. Enterprise resource planning-Kumar Garg and N.K.Venkatakrishna, Prentice Hall of India
- 4. Computer Concepts-P.B.Kotur
- 5. Internet in Nutshell-Alexis Leon and Mathew Leon

MH 305 HC: HUMAN RESORUCE ACCOUNTING AND AUDITING

OBJECTIVE:

To provide an exposure into the knowledge of HR audits and Accounting concepts and thereby imparting the skills of keeping accountability, responsibility and management control over HR.

COURSE CONTENTS

Module I: Human Resource Accounting

- Unit1: HR as assets -Definition of Human Resource Accounting Introduction to Human Resource Accounting Human Resource Accounting concepts, methods and applications -Human Resources Accounting Vs other Accounting.
- Unit 2: Human Resource Costs: Managing Human Resources Cost –Investment in employees Replacement Costs-Determination of Human Resource Value-Monetary and non-monetary measurement methods-Return on Investment Approach.
- Unit 3: Human Resource Accounting System, Developing Human Resource Accounting Systems

 Implementation of Human Resource Accounting Integrated of Accounting with other
 Accounting Systems Recent Advancements and future directions in Human Resource
 Accounting.

Model II: Human Resource Auditing

- Unit 1: Human Resource Audit: Role of Human Resource audit in business environment HR Audit objectives – Concepts – Components – Need – Benefits - - Importance – Methodology – Instruments – HRD score card – Effectiveness of as an instrument – Issues in HR audit – Focus HRD audit.
- Unit 2: Human Resource Audit Report: HRD audit report Concepts Purpose Role of HR managers and auditors Report Design Preparation of Report Use of Human Resource audit report for Business improvement Case Studies
- Unit 3: Responsibility Accounting And Management Control: Responsibility accounting and Management control Management Control structure and process, classification of cost in responsibility accounting, Behavioural aspects of Management Control.

- 1. Human Resource Accounting: Managerial Implications by Raj Kumar Gupta, Anmol Publications Pvt. Limited.
- 2. Human Resource Accounting: Advances in Concepts, Methods, and Application.by Eric Flamholtz
- 3. Human Resource Accounting: by Katie R. Schneider
- 4. Human resource accounting by Devisetti Prabhakara Rao

FOUTH SEMESTER

401 MHM HC PERSONNEL ASSESMENT, TAXATION AND SALARY COMPUTATION

OBJECTIVE:

To enable HR professionals with a detailed exposure on concepts, methods and calculations related to Personnel Assessment, Taxation And Salary Computation.

COURSE CONTENTS

Module I: Basic concepts

- Unit 1: Assessment year[Sec. 2(9)], Previous year[Sec. 3], Person[Sec. 2(31)], Assesse[Sec. 2(7)], Procedure for charging tax on income, Meaning of "income" under the Income-tax Act[Sec. 2(24)], Meaning of gross total income[Sec. 14] and its computation.
- Unit 2: The scheme of computation of total income and tax liability, Rounding-off of income[Sec. 288A] Agricultural income [Sec. 2(1A)], Difference between exemption and deduction, Meaning of capital, revenue receipts and revenue expenditure, Problems on basic concepts.

Module II: Residential status and its effect on tax incidence and Income that is exempt from tax

- Unit 1: Determination of the residential status: Types of taxpayers, Norms for deciding residential status, Determination of residential status of an individual [Sec. 6], of a HUF[Sec. 6(2)], of a firm and association of persons[Sec. 6(2)], of a Company[Sec. 6(3)], of every other person[Sec. 6(4)].
- Unit 2: Relationship between residential status and incidence of tax[Sec. 5], Connotation of receipt of income- How is it understood, Connotation of accrual of income How is it understood, Connotation of income deemed to accrue or arise in India How is it understood. Income that is exempt from tax: Under Section 10, of the income-tax Act.

Module III: Income under the head "Salaries" and its computation

- Unit 1: Basic Norms: Relationship between payer and payee, Salary and wages, Salary from more than one source, Real salary and fictitious salary, Foregoing of salary, Surrender of salary, Salary paid tax-free, Voluntary payments, Salary under section 17(1).
- Unit 2: Basis of charge of salary as per section-15, Place of accrual of salary income [Sec. 9(1)], Different forms of salary-how taxed, Different forms of allowances-how taxed, Perquisite-when taxable/not taxable, Perquisite-how valued for tax purposes, Permissible

deductions from salary income[Sec. 16], Tax treatment of provident fund, Tax treatment of approved superannuation fund, Exemption available to other foreign citizens in respect of salary income, Deductions under section 80C-How to find out, Salaried employee's relief in respect of salary arrears, advance, etc. [Sec. 89].

Module IV: Permissible deductions from gross total income

Unit 1: Deductions Available under sections 80C to 80U: Basic rules governing deductions under sections 80C to 80 U, Deduction in respect of life insurance premia, deferred annuity, contributions to provident fund, subscription to certain equity shares or debentures, etc. [Sec.80C], National Savings Scheme [Sec.80CCA], Equity linked savings scheme [Sec.80CCB], Pension fund [Sec.80CCC], Contribution to a notified pension scheme(NPS) [Sec.80CCD], Subscription to long-term infrastructure bonds [Sec.80CCF], Medical insurance premia [Sec.80D], Maintenance including medical treatment of a dependent being a person with disability [Sec.80DD], Medical treatment, etc [Sec.80DDB], Payment of interest on loan taken for higher education [Sec.80E], Donations to certain funds, charitable institutions, etc [Sec.80G], Rent paid [Sec.80GG], Certain donations for scientific research or rural development [Sec.80GGA], Royalty income of authors [Sec.80QQB], Royalty on patents [Sec.80RRB], Deduction in son with disability [Sec.80U], and Deduction from tax liability-How to determine.

Module V:Income Tax Authorities - Appeals - Procedure for Assessment

Unit 1: Obligations to furnish annual information return, Form of tax returns, Submission of tax returns and PAN

- 1. Direct taxes law and practice- Dr. Vinod.k.Singhania, Dr.Kapil Singhania, (Taxmans Publishing house.)
- 2. Systematic Approach to Income Tax, Aheya. G.K.Gupta and Ravi, Burat Law House.
- 3. Direct Taxes, Sukumar Bhattacharya.
- 4. Direct Taxes, Bhagavathi Prasad.

402 MHM HC: HRM IN MANUFACTURING AND SERVICES INDUSTRY

OBJECTIVE:

The purpose of this paper is to provide an exposure of manufacturing and services industry, their importance and the diverse and unique HR management strategies fallowed by these industries.

COURSE CONTENTS

Module I: Introduction to Manufacturing Industry

- Unit 1: Nature, types and classification of Manufacturing Industry, Classification of Industrial Buyers, Evolution of HRM as a distinction in Manufacturing Industry, Changing Role of HRM.
- Unit 2: Manufacturing Industry statistics in India, employment generated, factors influencing employment and wage, Types of Employement generated and the implications on HRM, Advantages and disadvantages of Full time, Part time and Contractual employees in Manufacturing sector.
- Unit 3: Emerging Issues: Capacity addition Vs Capacity utilization, Manual VS automated Manufacturing, Major conflict areas between employee and employer in recent period and the related cases.

Module II: HRM applied in selected Manufacturing industries

- Unit 1: Commonly used hierarchical structures, recruitment sources, compensation policies, succession planning, Top management functions in manufacturing sector
- Unit 2: HRM practices in steel Industry, HRM in Textile, chemicals and pharmaceuticals, Automobile sector, Cement Manufacturing, construction, food processing industry. Case references.

Module III: Introduction to Services Industry

Unit 1: Services: Meaning and Definition, Importance. Characteristics, Services and Goods,
Growth of service sector. Factors driving growth, seven Ps of services and the concept of
people as extended P. Industry classification.

- Unit 2: Global and Indian scenario of services, contribution to GDP, Employment generated, Major Service sectors, leading sectors and their contribution to GDP.
- Unit 3: Emerging issues in HR: Cross cultural contradictions, extended work whours. Lack of trade unions and collective bargaining, discrimination based on gender, race, ethnic and geographical backgrounds, work-life balance issues, work shifts. Job placements, Understatement of qualification, leading issues in present context.

Module IV: HRM applied in selected Service industries

- Unit 1: Commonly used hierarchical structures, recruitment sources, compensation policies, succession planning, Top management functions in service sector
- Unit 1: HRM practices in IT/ITES Industry, HRM in BPO/KPO, Organized Retail, Food Chains, Hospitals and Hospitality, Transportation, Logistics and Public services industry. Case references.

- 1. HRM practices in Large and small manufacturing Firms: by Satish P Deshapandey
- 2. The oxford handbook of Human Resource Management by Wright Patrick

403 MHM HC: TRAINING AND MANAGEMENT DEVELOPMENT

OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of Training in HRD and to enable the course participation to manage the training systems and processes.

COURSE CONTENTS

Module I: Fundamentals of Training and Development.

- Unit 1: Meaning and definitions of training and development, Performance discrepancy, Training Process, Steps in Training.
- Unit 2: Learning principles Learning curve ,Principle of Learning, Theoris of Learning, Resistance to Training, identifying training needs types of training. Organization for training objectives structure and functions of Training department execution of training programs, evaluation of Training programs,
- Unit 3: Techniques of on-the-job training coaching apprenticeship job rotation job instruction training training by supervisors techniques of off-the-job Training lectures, conference, group discussions, case studies, role Planning programmed instructions, t-group training simulations Relative, effectiveness of training techniques., Identification of Job Competencies,
- Unit 4: Technology in Training-CBT, Multimedia, E-learning/Online learning , Distance learning.

Module II: Human Resource Development and Career Development.

- Unit 1: Human resource development concept HRD at micro and macro levels -Sub systems of HRD role of HRD function .
- Unit 2: Concept of career career Stages career planning and development need steps in career Planning methods of career planning and development managerial and Organizational roles, in career development .
- Unit 3: Career development Actions and programs career problems and solutions guidelines for Career management.

Module III: Management Development and Emerging Issues in Training and Development

- Unit 1: Concept of management development need and importance of Management development management development process -Components of MD programmes requirements for the success of MD Programs.
- Unit 2: Leader centered techniques of management development: lectures, Coaching student centered techniques: discussions case studies Conferences workshops syndicate brain storming role playing Psycho drama simulation in basket games sensitivity training self Learning techniques planned reading correspondence course Programmed instructions audio visual lessons manuals and hand outs.
- Unit 3: Training courses and apprenticeship programmes need for training in India government policy on training training institutes in India Management development programmes in public sector and private Sector organization management development institutes.
- Unit 4: Future of Training and Development, Increased emphasis on capturing and sharing intellectual capital, Increased use of true performance support, Increased use of Training Partnership Out sourcing, T&D from change model perspective, Methods to determine neccisity of Change, Key issues in implementing change.

- 1. Buckley R & Cable Jim. The Theory & Practice of Training. Kogan & Page
- 2. Lyton.R.Pareek U Training for Organisational transformation Part I & Part II, Sage Publication.
- 3. Irwin L.Goldstein, J.Kevin Ford, Training in Organisations Wadsworth, Thomson Learning.
- 4. Joseph Prokopenko, Management Devlopment-A Guide for the Profession, ILO Publication.

MH HC 404-INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

The objective of the course is to understand the trends in International Human Resource Management and its implications to managing human resource in the globalised economy.

* COURSE CONTENTS*

MODULE I: International Human Resource Management: An introduction

- Unit 1: Fundamentals of IHRM Approaches to IHRM Difference between Domestic HRM and IHRM, Managing International HR activates- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Socio-Political Economic System U.S, U.K, Japan and India a comparative analysis.
- Unit 2: Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management
- Unit 3: Repatriation Process, Problems, Job related factors, Social factors, Designing Repatriation Programme, NCs and HR Policies.
- Unit 4: International Labor Market, sources, International Migration and its impact on recruitment, International Talent Management.

MODULE II: Human Resource functions in the International context.

- Unit1: Different approaches to multinational staffing decisions. Approaches –Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection Technical ability, Cross-cultural suitability, Family requirements, MNE requirements
- Unit2: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, Types of Cross Cultural Training Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational

companies.HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India a China.

MODULE III: Industrial Relation and International HRM Practices.

Unit1: International Labour Relation Key issues-response of labour to MNCs –social dumping

Unit2: HRM International Joint Venture HRM Practices in different Countries-Japan, USA, Middle East, India and China-International HRM strategies-Differentiation or Integration.

- 1. International Human Resource Management Peter J Dowling, Denice E Welch, Randall S Schuler Thompson South Western Excel Books- third edition -2005
- 2. International Human Resource Management Monir H Tayeb Oxford University Press -2005
- 3. International Human Resource Management Hugh Scullion, Margarel Linehan –
- 4. Palgrave McMillan -2005
- 5. The Global Challenge: Frame works for International HRM –Evans McGraw
- 6. Hill -2005
- 7. 5. Hillary Harris, Christ, Brewster & Paul Spamon, International HRM, VMP
- 8. Publishers.
- 9. 6. Terence Jackson, International HRM, Sage Publication.
- 10. 7. Anne Wil Harzing & Joris Van, Ruysee Veldt, International HRM, Sage
- 11. Publication.
- 12. International Human Resorce Management by Peter.J.Dowling, Marion. Festing and Allen engle.
- 13. International Human Resoruce Management by Randall S Schular, Dennis R Briscoe and Liss beth claus.