



Department of
Business Management and Commerce
IEC UNIVERSITY
BADDI, HIMACHAL PRADESH
MBA PART-TIME (3 YEARS)
SCHEME AND SYLLABUS

ANNEXURE-1.**Course Scheme****MASTER OF BUSINESS ADMINISTRATION****SEMESTER I**

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L*1	T*0.5	P*0.5	Sessional Marks				ESE		
						MSE	CA	P	Total	Exam Marks		L*1 + T*0.5 + P*0.5
1	MBA-101	Principles and Practices of Management	2	1	0	40	20	0	60	40	100	2.5
2	MBA-102	Managerial Economics	3	1	0	40	20	0	60	40	100	3.5
3	MBA-103	Statistics & Probability	3	1	0	40	20	0	60	40	100	3.5
4	MBA-104	Computer Applications in Management	2	0	0	30	15	0	45	30	75	2
5	ENG-701	Business Communication	3	0	0	30	15	0	45	30	75	3
Total			13	3	0	180	90	0	270	180	450	14.5
1	MGT-106P	Computer Applications in Management Lab	0	0	2	0	0	15	15	10	25	1
2	ENG-701P	Business Communication Lab	0	0	2	0	0	15	15	10	25	1

SEMESTER II

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L*1	T*0.5	P*0.5	Sessional marks				ESE		L*1 + T*0.5 + P*0.5
						MSE	CA	P	Total	Exam Marks		
1	MBA-201	Organization Behaviour	2	1	0	40	20	0	60	40	100	2.5
2	MBA-202	Human Resource Management	3	1	0	40	20	0	60	40	100	3.5
3	MBA-203	Marketing Management	3	1	0	40	20	0	60	40	100	3.5
4	MBA-204	Financial Management	3	0	0	40	20	0	60	40	100	3.5
5	MBA-205	Research Methodology	3	0	0	40	20	0	60	40	100	3
Total			14	3	0	200	100	0	300	200	500	16

SEMESTER III

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L*1	T*0.5	P*0.5	Sessional marks				ESE		L*1 + T*0.5 + P*0.5
						MSE	CA	P	Total	Exam Marks		
1	MBA-301	Business Environment	2	1	0	40	20	0	60	40	100	2.5
2	MBA-302	Accounting & Financial Analysis	3	1	0	40	20	0	60	40	100	3.5
3	MBA-303	Operation Research	3	1	0	40	20	0	60	40	100	3.5
4	MBA-304	Production & operations Management	3	0	0	40	20	0	60	40	100	3.5
5	MBA-305	Management Information System	3	0	0	40	20	0	60	40	100	3
Total			14	3	0	200	100	0	300	200	500	15

SEMESTER IV

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L*1	T*0.5	P*0.5	Sessional marks				ESE		L*1 + T*0.5 + P*0.5
						MSE	CA	P	Total	Exam Marks		
1	MBA-401	Corporate and Business Laws	3	1	0	40	20	0	60	40	100	3.5
2	MBA-402	Total Quality Management	3	1	0	40	20	0	60	40	100	3.5
3	MBA-403	Stock Market Operations	3	1	0	40	20	0	60	40	100	3.5
4	MBA-404	Cost and Management	3	1	0	40	20	0	60	40	100	2.5
5	MBA-405	Organizational Design and Development	3	0	0	40	20	0	60	40	100	3
Total			15	4	0	200	100	0	300	200	500	16

SEMESTER V

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L*1	T*0.5	P*0.5	Sessional Marks				ESE		L*1 + T*0.5 + P*0.5
						MSE	CA	P	Total	Exam Marks		
1	MBA-501	Strategic Management	3	0	0	40	20	0	60	40	100	3
2	MBA-502	Legal Aspects of Business	3	0	0	40	20	0	60	40	100	3
3		Specialization Group 1 Elective 1	3	1	0	40	20	0	60	40	100	3.5
4		Specialization Group 1 Elective 2	3	1	0	40	20	0	60	40	100	3.5
5		Specialization Group 1 Elective	3	1	0	40	20	0	60	40	100	3.5
6		Specialization Group 2 Elective 1	3	1	0	40	20	0	60	40	100	3.5
7		Specialization Group 2 Elective 2	3	1	0	40	20	0	60	40	100	3.5
SEMINAR/VIVA/PROJECTS												
1	MGT-591	Summer Training Report	0	0	2					50	50	1
Total			24	8	0	320	160	0	480	420	900	27.5

SEMESTER VI

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L*1	T*0.5	P*0.5					ESE		L*1 + T*0.5 + P*0.5
						MSE	CA	P	Total	Exam marks		
1	MBA -601	Entrepreneurship Development	2	1	0	40	20	0	60	40	100	2.5
2	MBA -602	Supply chain management	2	1	0	40	20	0	60	40	100	2.5
3		Specialization Group -1 Elective 1*	3	1	0	40	20	0	60	40	100	3.5
4		Specialization Group -1 Elective 2*	3	1	0	40	20	0	60	40	100	3.5
5		Specialization Group -1 Elective 3*	3	1	0	40	20	0	60	40	100	3.5
6		Specialization Group -2 Elective 1*	3	1	0	40	20	0	60	40	100	3.5
7		Specialization Group -2 Elective 2*	3	1	0	40	20	0	60	40	100	3.5

LIST OF ELECTIVE PAPERS

*It is compulsory for all students to opt for 3 subjects out of 4 subjects in Specialization Group I & 2 subject out of 4 subjects in Specialization Group 2 in Semester V & VI of credit 3.5 (3+1+0) each.

Specialization Group: Marketing Management

Course Code

Fifth Semester

MKT 501 Marketing Research

MKT 502 Sales & Advertisement Management

MKT 503 Retail Marketing

MKT 504 Consumer Behaviour

Sixth Semester

MKT 601 Industrial Marketing & Brand Management

MKT 602 Service Marketing

MKT 603 Rural & Agricultural Marketing

MKT 604 International Marketing & Strategy

Specialization Group: Financial Management

Course Code

Fifth Semester

FM 501 Foreign Exchange Management

FM 502 Management of Working Capital

FM 503 Security Analysis and Investment Management

FM 504 Management of Financial Institutions

Sixth Semester

FM 601 Management of Financial Services

FM 602 Financial Derivatives

FM 603 Project Management

FM 604 Portfolio Management

Specialization Group : Human Resource

Course Code

Fifth Semester

HR 501 Organization Change & Intervention Strategies

HR 502 Performance Management & Appraisal

HR 503 Labour Law-I

HR 504 Management Training & Development

Sixth Semester

HR 601 Management of Industrial relations.

HR 602 Compensation Management

HR 603 Labour Law-II

HR 604 Human Resource Development: Strategies & Systems

DETAILED SYLLABUS

MBA-101: PRINCIPLES & PRACTICES OF MANAGEMENT

L	T	P	Total
2	1	0	2.5

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student wch having 4 subparts of 10 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I

(8 Hours)

Management: Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers. Managers V/s Entrepreneurs, Managers V/s Leaders.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

UNIT II

(10 Hours)

Introduction to Functions of Management **Planning:** Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

UNIT III

(7 Hours)

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design. Business Ethics and Social Responsibility

UNIT IV

(8 Hours)

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Motivation: Concept, Motivation and Performance, Theories Of Motivation, Approaches for Improving Motivation, Pay and Job Performance, Quality of Work Life, Morale Building.

UNIT V

(7 Hours)

Directing: Concept, Direction and Supervision

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

SUGGESTED READING:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
2. Koontz - Principles of Management (Tata Mc Graw Hill, 1st Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 8th Edition)

MBA-102: MANAGERIAL ECONOMICS

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I

(8 Hours)

Introduction to Economics; Nature and Scope of Managerial Economics, Significance in decision-making and fundamental concepts. Objectives of a firm: Wealth, profit and sales maximization

UNIT-II

(8 Hours)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting.

Unit-III

(8 Hours)

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale.
Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT-IV

(8 Hours)

Market Equilibrium and Average Revenue Concept.
Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination.
Monopolistic: Features, pricing under monopolistic competition, product differentiation.
Oligopoly: Features, kinked demand curve, cartels, price leadership.

UNIT-V

(08 Hours)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Monetary & Fiscal Policy, Balance of Payment, Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

SUGGESTED READINGS:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Craig H. et al. – Managerial Economics (Pearson Education, 2006)
4. Dominick Salvatore - Managerial Economics (Oxford, 2007)
5. Atmanand – Managerial Economics (Excel Books, 2007)
6. Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).
7. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
8. Koutsyannis A - Modern Microeconomics (Macmillan, 2nd Edition)

MBA-103: STATISTICS & PROBABILITY

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit I (8 Hours)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit II (6 Hours)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making.

Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Unit-III (8 Hours)

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning, Regression equations and their application.

Unit IV (8 Hours)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. **Probability Theoretical Distributions:** Concept and application of Binomial; Poisson and Normal distributions.

Unit V (10 Hours)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. **Statistical Quality Control :** Causes of variations in quality characteristics, Quality control charts, - purpose and logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits; Control charts for attributes - fraction defectives and number of defects Acceptance sampling

SUGGESTED READINGS

- 1) Jain T.R & Aggarwal S.C., Statistics for MBA (VK Publications, Edition 2013-14)
- 2) Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
- 3) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
- 4) Sharma J K - Business Statistics (Pearson Education 2nd Edition).

MBA-104: COMPUTER APPLICATIONS IN MANAGEMENT

UNIT I

(6 Hours)

Basic Concepts of Computers :Introduction and definition of computer; Generations of Computers, components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers

UNIT II

(6 Hours)

Essential Components of computer -Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc. **Software:** Introduction; Types of software with examples

UNIT III

(6 Hours)

Computer Languages: Introduction to languages, compiler, interpreter and assembler. **Operating System:** Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system.

UNIT IV

(11 Hours)

Introduction to MS-Office and its integrated nature.**MS-Word:** Starting Word, new documents, entering text, changing text, aligning,underlining, and justifying text. Tables – creation, adding rows and columns, splitting,and combining cells, Borders. Saving, closing, and operating documents. Addingheaders and footers.**Power Point** (Presentation software): Basic concept of presentation software, standard toolbar, formatting toolbar, and drawing toolbars in PowerPoint and their use. Creating and opening a presentation. Use of slide sorter, adding header/footer. Use of animation features. Inserting pictures, resizing pictures. Inserting organization chart. Use of auto content wizard.

UNIT V

(11 Hours)

Introduction to MS-Excel: Introduction to Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto Sum, Copying Formula, Formatting Data, Creating Charts, Creating Database, Sorting Data, Filtering etc

SUGGESTED READINGS

1. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
2. Basandra SK - Computers Today (Galgotia, 1st Edition).
3. Leon - Fundamentals of Information Technology, (Vikas)
4. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition)

ENG-701 BUSINESS COMMUNICATION

L	T	P	Total Credits
3	0	2	4

Unit I

INTRODUCTION :

Introduction and Principles of Communication: Meaning and Process, Barriers and Gateway in communication. Models of Communication: Linear and Non-Linear models, Murphy model, Thill and Bovee models and Berol's model.

Unit II

WRITTEN COMMUNICATION :

Guidelines for Technical writing, Report writing, Preparation of Bibliography, Glossaries, Appendixes and Index. Proposal, Technical Articles, Memos, Advertisements, Editing and Proof Reading, Business Correspondence- types and layout.

Unit III

PRESENTATION SKILLS :

Elements of Presentation, designing a presentation, types of Visual aids, Appearance and Posture, Time Management, Practicing delivery of Presentation.

Unit IV

EMPLOYMENT COMMUNICATION :

Resume Writing, Job Application Letter, Job Interview- Process, Stages, Types, Desirable Qualities and Tips. Negotiation Skill. Case Method: Understanding the case method, Types, Overcoming the difficulties of the case study. Communication Network: Internet, E-mail, Tele Conferencing, Video Conferencing.

Unit V

GROUP COMMUNICATION :

Public Speaking: Choosing an appropriate Pattern, selecting an appropriate method. Meeting: Objectives, Planning, timing, venue of meeting. Media Management: Press Release, Press Conference, Seminars , Workshop.

SUGGESTED READINGS :

1. M.K. Sehgal & V. Khetrapal – Business Communication (Excel Books).
2. Rajendra Pal – Business Communication (Sultan Chand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).

Practical syllabus
BUSINESS COMMUNICATION LAB
ENG-701 P

- a) Group Discussion
- b) Just a minutes session: Speaking Extempore for one minutes on given topics
- c) Reading aloud of newspaper headlines and important articles.
- d) Improving pronunciation through tongue twisters.
- e) Mannerism or Etiquette.
- f) Mock Interview

MBA-201 ORGANIZATION BEHAVIOUR

	L	T	P	Total
	3	0	0	3

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40 hours

UNIT- I

(8 hours)

Organisational Behaviour- Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behavior, Relationship with Other Fields, Organizational Behavior: Cognitive Framework, Behaviorist Framework and Social Cognitive Framework. **Work Attitudes** and Job Satisfaction.

UNIT-II

(10 hours)

Personality and Theories of personality. **Learning** and Theories of Learning.

UNIT-III

(10 hours)

Perception - Nature & Importance Perceptual Selectivity, Perceptual Organization. Social Perception and Impression Management. **Motivation:** Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce.

Leadership- Concept, Function, Style and Theories of Leadership- traditional and modern.

UNIT-IV

(6 hours)

Group Dynamics- Definition, Stages of Group Development, Group Cohesiveness, types of Groups, Group Processes and Decision Making, Dysfunctional Groups, Team building - Interpersonal relations, Communication and control. **Conflict Management**

UNIT-V

(6 hours)

Understanding of Organization Dynamics: Organizational Design - Various organizational structures and their effects on human behavior, Organizational Climate, **Organizational Culture** and Organizational Effectiveness, **Organizational Change:** Concept, Nature, Resistance to Change, Managing resistance to change, Implementing Change, and Organization Development.

SUGGESTED READINGS:

1. Luthans Fred Organizational Behaviour (Tata Mc Graw Hill) 2005.
2. Pareek, Udai *Understanding Organisational Behaviour*, Oxford University Press, 2012.
3. Robbins , Judge and Vohra Organizational Behaviour (Pearson Education, 12th Edition 2012).
4. Newstrom John W. Organizational Behaviour: Human Behavior at Work (Tata Mc Graw Hill, 12th Edition).
5. Greenberg Jerald and Baron Robert Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India) 2010.

MBA-202: HUMAN RESOURCE MANAGEMENT

	L	T	P	Total
	3	0	0	3

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 46

UNIT I

(8 Hours)

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers.

UNIT II

(8 Hours)

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit

Job Analysis – Job Description, Job Specification.

Career Management- Basic Concepts, Methods, Career Stages, Designing and Developing Career Management Systems in an organization

Unit-III

(10 Hours)

Recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.

Selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.

UNIT IV

(10 Hours)

Training and Development: Purpose, Methods and issues of training and management development programmes.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT V

(10 Hours)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. **Trade Union**, **Transfer** – reason, principles and types; **Separation** – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

SUGGESTION READINGS :

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)

MBA-203: MARKETING MANAGEMENT

	L	T	P	Total
3	0	0		3

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I

(8 Hours)

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. **Concept of Marketing Management**, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. **Marketing Environment**, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

UNIT II

(8 Hours)

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. **Market Targeting** – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product **Product Positioning** Strategy

UNIT III

(8 Hours)

Consumer Behaviour - Introduction, Importance & Process. Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

UNIT IV

(8 Hours)

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

UNIT-V

(8 Hours)

Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. **Logistics**: Concept & Types. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

SUGGESTED READINGS:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11th Edition).

MBA-204: FINANCIAL MANAGEMENT

	L	T	P	Total
	2	1	0	2.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I

(8 hours)

Introduction to financial management, Objectives of financial management; Time value of money, Sources of finance

UNIT-II

(6 hours)

Financial Planning: Concept, Scope, Steps of financial planning, Capitalisation, Risk & return analysis-concept, types of risk.

UNIT-III

(8 hours)

Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting, Leverage- Introduction, Types.

Risk analysis: Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital

UNIT-IV

(8 hours)

Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure, Internal Financing and Dividend Policy.

UNIT-V

(10 hours)

Management of working capital - Cash, Receivables and Inventory Management-Concept, Importance, Need, Models

SUGGESTED READINGS:

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
3. Prasanna Chandra : Financial Management, McGraw Hill, 2002.
4. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
5. Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bemard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing Company, 1991.
7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

MBA-205: RESEARCH METHODOLOGY

L	T	P	Total
2	1	0	2.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks. (Student will attempt any 2)

Contact Hours: 40

UNIT I

(8 Hours)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process.

UNIT II

(10 Hours)

Research Design : Various Methods of Research Design.

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member,

UNIT III

(8 Hours)

Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Precautions in Preparation of Questionnaire and Collection of Data. Survey, Experiments & Test Markets

Scaling & Measurement Techniques

UNIT IV

(6 Hours)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Measurement and Central Tendency, Measure of Dispersion and their Advantages.

Unit-V

(8 Hours)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report.

Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

SUGGESTED READINGS:

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. Saunders - Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
3. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
5. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4th Edition)
6. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2nd Edition, 2004)

MBA-301 BUSINESS ENVIRONMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- I

(8 Hours)

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments.

UNIT-II

(8 Hours)

Risk in business environment- country risk and political risk. An introduction to MRTP, FEMA, SEBI Act; The changing dimensions of these laws and their impact on business.

UNIT-III

(8 Hours)

Economic reforms-liberalization, privatization and globalization; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Public Sector in India - Rationale, Performance and Reforms, Public- Private Partnership

UNIT-IV

(8 Hours)

EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness. Consumer Protection Act

UNIT V

(8 Hours)

International Economic Linkage-WTO and its impact on Indian Business, IMF, World Bank, Prominent Economic Groupings and their relevance

SUGGESTED READINGS:

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House 8th Edition)

MBA-302 ACCOUNTING & FINANCIAL ANALYSIS

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 44

UNIT I

(6 Hours)

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

UNIT II

(12 Hours)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Depreciation: Concept & Methods

UNIT III

(8 Hours)

Cash Flow Analysis -Concept, Classification, Format of cash flow statements, uses of cash flow statement, Preparation and analyses of cash flow statements.

Funds Flow Analysis- Concept, Procedure for preparing fund flow statement, limitations, Preparation & analysis of the funds flow statements, difference between fund flow statement & income statement, difference between fund flow statement & balance sheet, difference between fund flow statements. Common Size statements.

UNIT IV

(6 Hours)

Cost Accounting - Nature & Scope of costing; Preparation of cost sheet; Marginal costing and absorption costing; Budgeting: Types of budgets & their preparation, performance budgeting and Zero based budgeting.

Responsibility Accounting • - Concept and Objectives. Responsibility Centers; Inflation Accounting concept, impact of inflation on corporate financial statements; Human Resource Accounting - Concept and Approaches.

UNIT V

(12 Hours)

Analysis of financial statements. **Ratio analysis**- liquidity, solvency and profitability ratios

SUGGESTED READINGS

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
- 2) Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.
- 3) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).

MBA-303 OPERATION RESEARCH

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 42 hours

Course Contents:

UNIT I (10 hours)

Operation Research - Basic concepts and its role in decision-making.

Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods. Sensitivity Analysis

UNIT-II (8 hours)

Transportation and Assignment models including trans-shipment and routing problems

UNIT-III (8 hours)

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

Decision Theory: Concept, Decision Tree

UNIT-IV (8 hours)

Inventory : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price, Inventory Techniques

SIMULATION: simulation models – phases of simulation– applications of simulation.

UNIT-V

PERT/CPM in business decision making. **(8 hours)**

Queuing problems – Advantages and Disadvantages. WAITING LINES, Single Channel – Poisson arrivals – exponential service times, Multichannel – Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals.

SUGGESTED READING :

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillan India Ltd., 1997.
6. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

MBA-304 PRODUCTION & OPERATIONS MANAGEMENT

L	T	P	Total
2	1	0	2.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 36

UNIT-I

(6 hours)

Nature and Scope of **Production and Operations Management**; Responsibilities of Production & operations manager,

Types of production systems: Project, Job, Batch & Mass production systems;

UNIT-II

(6 hours)

Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques;

Facility Layout - Objectives, Advantages, Basic Types of Layouts; **Material Handling**: Principles & Equipments; Line Balancing

UNIT-III

(10 hours)

Production Planning & Control (PPC) - Concepts, Objectives, Functions, PPC in various production systems.

Capacity Planning; Product Planning and Selection; Process Planning;

Aggregate Planning and Master Production Scheduling

UNIT-IV

(8 hours)

Maintenance Management; Purchase Management, Stores Management

Work Study : Method Study and Work Measurement; **Material Management**: An Overview of Material Management;

UNIT-V

(6 hours)

Inventory Management - Objectives, Factors, Process, Inventory control techniques; JIT

Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

SUGGESTED READINGS:

1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
2. Chary – Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
3. Hill T- Operations Management (Palgrave, 2000)

Ashwathapa: Production and Operations Management, Himalaya Publishing House

MBA-305 MANAGEMENT INFORMATION SYSTEMS

L	T	P	Total
3	0	0	3

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Total Contact Hours : 42

UNIT- I

[9 Hours]

Foundation of Information Systems: Introduction to information system in business, fundamentals of information systems, Solving business problems with information systems, Types of information systems, Effectiveness and efficiency criteria in information system.

UNIT- II

[9 Hours]

An overview of Management Information Systems: Definition of a management information system, MIS versus Data processing, MIS & Decision Support Systems, MIS & Information Resources Management, End user computing, Concept of an MIS, Structure of a Management information system.

UNIT- III

[8 Hours]

Concepts of planning & control: Concept of organizational planning, The Planning Process, Computational support for planning, Characteristics of control process, The nature of control in an organization.

UNIT- IV [8 Hours]

Business applications of information technology: Internet & electronic commerce, Intranet, Extranet & Enterprise Solutions, Information System for Business Operations, Information System for Managerial Decision Support, Information System for Strategic Advantage.

UNIT- V

[8 Hours]

Managing Information Technology: Enterprise & global management, Security & Ethical challenges, Planning & Implementing changes.

Advanced Concepts in Information Systems: Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, and Procurement Management.

SUGGESTED READINGS :

1. O Brian, "Management Information System", TMH
2. Gordon B. Davis & Margrethe H. Olson, "Management Information System", TMH.
3. O Brian, "Introduction to Information System", MCGRAW HILL.
4. Murdick, "Information System for Modern Management", PHI.
5. Jawadekar, "Management Information System", TMH.

Objective: The basic objective of this course is to provide the knowledge of concepts of corporate law to the students.

Unit-wise Course Contents:

1.

Introduction to Corporate Law: Introduction: Concept of lifting of corporate veil, Types of companies, non-profit associations, illegal association, formation of company, promoters, their legal position, pre-incorporation contract and provisional contracts. Advantages and disadvantages of incorporation; 'public'/'private' companies; (8Hours)

2. Share Capital: Documents –

Memorandum of Association, Articles of Association, Share capital – issue, allotment and forfeiture of share, transmission of shares. Members and shareholders – their rights and duties, Convening and conduct of shareholders meetings. The company's constitution. Section 33 contract; amendment of articles; Share Capital types, Membership etc. (8Hours)

3. Company Meetings: Management The company's officers and organs; division of power between board and general meeting; residual powers of general meeting; general meetings and resolutions; board meetings; legal rules governing the enforceability of transactions with companies.

Appointment of Directors: Directors. Appointment and tenure; executive and non-executive directors; remuneration; duties. Principle of majority rule and protection of minorities at common law and under statute.

Capital Management: Capital Management-Borrowing Powers, Debentures, Winding up.

4. Indian Contract Act: Definition and Essentials, of Contracts, agreements, Offer & Acceptance, Consideration, Capacity of Parties, Free consent, Performance of Contracts, Termination of Contract. Consequences and Remedies of contract termination

Contingent Contract: Implied, Quasi contract, Indemnity Contract, Guaranteed contract, Bailment, Lien, Pledge Agency contract.

(8Hours)

5. Sales of Goods Act: Definition, Feature, Formation of contract, Contents of sales contract- Goods, Price, Condition and Warranty, Ownership of goods and transfer, Performance of sales contract, Delivery, Rights of unpaid sellers.

Indian Partnership Act: Definition and Nature of Partnership, Partnership deed registration of firms and consequences of non-registration, Dissolution of partnership.

Negotiable Instruments: Definition, Features, Types, Recognition And Endorsement of Negotiable Instruments

(8Hours)

Text Books

1. Gulshan J.J., *Business Law Including Company Law*, New Age International Publisher.

2. Kuchhal M.C. *Business Law*, Vikas Publication.
3. Kapoor N.D., *Elements of Mercantile Law*, Sultan Chand Publications.
4. Gogna, P.P.S., *A Text Book of Company Law*, Sultan Chand Publications.

Reference Books

1. Singh Avtar, *Principles of Mercantile Law*, Eastern Book Company.
 2. Relevant Acts
 3. Singh, Harpal, *Indian Company Law*, Galgotia Publishing Company.
 4. Kapoor N.D., *A Book of Company Law*, Sultan Chand Publications.
- Singh, Harpal, *Indian Company Law*, Galgotia Publishing Company.
4. Kapoor N.D., *A Book of Company Law*, Sultan Chand Publications.

* Latest editions of all the suggested books are recommended.

MBA-402 TOTAL QUALITY MANAGEMENT

L T P Total

3 1 0 3.5

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT- I:

(8 Hours)

INTRODUCTION: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Statistical Quality Control, Control charts for attributes & variables, Six Sigma. Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

UNIT-II:

(8 Hours)

TQM PRINCIPLES: Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

UNIT-III:

(8 Hours)

TQM TOOLS: Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Total Productive Maintenance (TPM) – Concept, Improvement Needs.

UNIT-IV:

(8 Hours)

QUALITY SYSTEMS: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

Unit V

(8 Hours)

MATERIAL MANAGEMENT: Meaning, Objectives. Nature and Scope. Organization of Material Management. Material Planning: Making the Material Plan Work. The Material Cycle and Flow Control System. Material Budget. Purchasing: Principles, Procedure, and Practices. Fundamental Objectives of Purchasing. Stores Management

References:

- James R.Evans & William M.Lidsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
- 2. Feigenbaum.A.V. “Total Quality Management, McGraw-Hill, 1991.
- 3. Oakland.J.S. “Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989.

MBA-403 STOCK MARKET OPERATIONS

L T P Total

3 1 0 3.5

Max. Marks- 100

Max. Time-3 Hours

1. **Basics of investment:** nature, feature and types of investors. **Security Market:** An overview, market terminology and investment procedure in primary and Secondary market.
2. **Portfolio Theory:** Risk-Return Analysis, systematic and unsystematic risk and risk measurement ,**Trading System in stock exchange:** Introduction, NEAT & BOLT, Screen based trading System (SBTS), Market phases, order management, trade management, Market Window operations and Auction
3. **Trading Strategies:** long v/s short and brief introduction to hedging, daily settlement and market Margins
4. **Practical Industry Analysis:** Stock selection (Fundamental analysis) 7 Practical Industry Analysis: Stock selection (Technical analysis)
5. **Overview:** Derivatives , ULIPs, Mutual funds , Commodity Currency 10 Currency market/ forex

MBA-404 COST AND MANAGEMENT ACCOUNTING

L T P Total

3 1 0 3.5

Max. Marks- 100

Max. Time-3 Hours

- Introduction: Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Installation of costing system; Concept of cost audit.
- Accounting for Material: Pricing of material issues; Treatment of material losses, Material control; Concept and techniques.
- Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment-time and piece rates; Incentive schemes.
- Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates; under and over absorption and its formations.
- Cost Ascertainment: Unit costing including tender price and reconciliation of cost and financial accounts
- Management Accounting: Meaning, nature, scope and functions of management accounting; Role of Management accounting in decision-making; Management accounting vs. financial accounting; Tools and techniques of management accounting.

Suggested Readings:

1. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
2. V.S.P. Rao: Human Resource Management: Text and Cases, Excel Books.
3. C.B. Mamoria, Personnel Management, Himalaya Publishing House, New Delhi.
4. B.P. Singh, T.N. Chhabra and P.L. Taneja, Personnel Management and Industrial Relations, Dhanpat Rai and Co., New Delhi.
5. R.S. Dwivedi, Management of Human Resources, Galgotia Publications.

MBA-405 ORGANISATIONAL DESIGNS AND DEVELOPMENT

L T P Total

3 1 0 3.5

Max. Marks- 100

Max. Time-3 Hours

1. Organizational Development: An Introduction Nature &, Assumptions, Characteristics & Techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development.
2. Typology of Organizational Development Interventions Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Washboard Model.
3. Action Research & Organizational Design Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making
4. Organizational Development Interventions Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development
5. Change Management Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, &, Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change. Future of Organizational Development Changing values, Cultural Models & theories of planned change, organizing for the Future, Organizations as learning systems, and Implications for future managers

Text and References: • Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi. • Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning- India, New Delhi. • Wendell L. French and Cecil N. Bell Jr., (2008), "Organization Development and Transformation" New Delhi, Prentice Hall.

MBA-501 STRATEGIC MANAGEMENT

	L	T	P	Total
	3	0	0	3

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 43 Hours

UNIT-I (6 Hours)

An Introduction to **business policy** — Nature, Objective and importance of business policy; an overview of **strategic management**; Strategic decision making, Process of strategic development/decision making, Types of **planning systems** – corporate planning, strategic planning and long range planning

UNIT-II (10 hours)

Strategy Formulation- Company's mission, purpose and objectives, goals, Business Definition; **Environmental and organizational appraisal** (Internal & external) techniques of business environment analysis, value chain analysis

UNIT-III (12 Hours)

Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy, Strategic alliances, Corporate Restructuring, Mergers & Acquisitions
Strategic Choice: Portfolio Analysis, BCG Model, GE 9 Cell, Shell Directional Matrix

UNIT-IV (7 Hours)

Strategy implementation – Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

UNIT-V (8 hours)

Strategy Evaluation – Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control. Role of organizational system in evaluation, Competitive advantage –Porters Model: 5 Force and Porters Diamond Model
Corporate Governance- Issues, need, Code of Corporate Practices and the Role of Board of Directors (BOD), Corporate Governance System Worldwide

SUGGESTED READINGS:

1. Jauch & Glueck : Business Policy and Strategic Management.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases.
3. Michael Potter: Competitive Advantage of Nations.
4. Azhar Kazmi : Business Policy and Strategic Management.
5. Kenneth, A. Andrews : Concepts of corporate Strategy.
6. Melvin J. Stanford: Management Policy
7. John A. Pearce and R.B. Robinson Strategic Management

MBA-502: LEGAL ASPECTS OF BUSINESS

	L	T	P	Total
	3	0	0	3

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT 1

(10 Hours)

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

UNIT II

(10 Hours)

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Goods Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

UNIT III

(7 Hours)

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT-IV

Companies Act, 1956

(8 Hours)

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

UNIT V

(5 Hours)

Consumer Protection Act, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

SUGGESTED READINGS –

1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition)
2. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. Relevant Acts

MBA-601 ENTREPRENEURSHIP DEVELOPMENT

L	T	P	Total
2	1	0	2.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I

(8 Hours)

Entrepreneur: Meaning of Entrepreneur; Functions of an Entrepreneur, Types of entrepreneur. Concept of Entrepreneurship; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business. Stages in entrepreneurial process.

UNIT-II

(8 Hours)

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving: Heuristics, Brainstorming, Synectics, Value Analysis. Sources of finance, Concept of venture capital

UNIT-III (8 Hours)

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Final project report with feasibility study, Economic, Technical, Financial and Managerial Feasibility of Project.

UNIT-IV (8 Hours)

Business Creation: Methods and procedures to start and expand one's own business. Managing growth: Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers.

UNIT-V (8 Hours)

Entrepreneurship Development Programmes; Role of government and various institutions in developing entrepreneurship in India (A brief description only). Women Entrepreneurs in India.

Preparing a model project report for starting a new venture.

SUGGESTED READINGS:

1. Desai, A.N.: "Entrepreneur & Environment". 1990. Ashish, New Delhi.
2. Drucker, Peter : "Innovation and Entrepreneurship", 1985 Heinemann, London.
3. Pareek, Udai and Venkateswara Rao, T.: "Developing Entrepreneurship – A Handbook on Learning Systems", 1978, Learning Systems, Delhi.
4. Desai, Vasant: "Dynamics of Entrepreneurship Development & Management", Himalaya Publishing House.

MBA-602 SUPPLY CHAIN MANAGEMENT

	L	T	P	Total
	2	1	0	2.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 34

UNIT I

(6 Hours)

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

UNIT II

(6 Hours)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

UNIT-III

(8 Hours)

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

UNIT IV

(8 Hours)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

UNIT V

(6 Hours)

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

SUGGESTED READINGS

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

SPECIALIZATION SUBJECTS

MKT-501: MARKETING RESEARCH

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I

(10 Hours)

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process.

Marketing Information System : Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System.

Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing.

Marketing Research Process

UNIT II

(8 Hours)

Research Design: Various Method of Research Design, Important Experimental Research Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data. Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

UNIT III

(8 Hours)

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

UNIT IV

(10 Hours)

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

UNIT V

(14 Hours)

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation to the Concerned Persons.

SUGGESTED READINGS:

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Nargundkar - Marketing Research (Tata McGraw Hill, 2nd Ed.)
3. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)

MKT-502: SALES AND ADVERTISEMENT MANAGEMENT

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

UNIT I

(10 Hours)

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

UNIT II

(8 Hours)

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

UNIT III

(6 Hours)

Introduction to **Distribution Management:** Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

UNIT IV

(8 Hours)

Advertising : concepts, types, forms and importance. Role of advertising in the marketing process: Legal, ethical and social aspects of advertising; Stimulation of primary and selective demand - Advertising planning and objective setting: Dagmar approach. Determination of target audience; Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; campaign planning;

Unit-V

(8 Hours)

Media planning and selection - concepts of reach, frequency, continuity, and selectivity - measures of media cost efficiency - media (readership / viewership) research. Budgeting-establishment and allocation, budgeting approaches. Measuring the **effectiveness of the promotional program**- Market testing, pre testing, post testing, laboratory tests, field tests, Advertising agency; types, functions and structure of advertising agency

SUGGESTED READINGS

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Spiro - Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)

MKT-503: RETAIL MARKETING

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I

(8 Hours)

Retailing- Meaning, Scope and importance of retailing in the economy. Overview of Retailing Environment and Management, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

Unit-II

(6 Hours)

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception. Current scenario of FDI in retail market.

UNIT III

(10 Hours)

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy- Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

UNIT IV

(8 Hours)

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

UNIT V

(8 Hours)

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

SUGGESTED READINGS:

1. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1st Ed.)
2. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
3. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4th Ed.)
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)

MKT-504: CONSUMER BEHAVIOR

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT I

(8 Hours)

Introduction: Defining consumer Behaviour, Reasons for Studying Consumer Behaviour, Understanding Consumer and Market Segments, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group

UNIT II

(8 Hours)

Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change. Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour.

UNIT III

(8 Hours)

Communication, Process of Communication, Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

UNIT IV

(8 Hours)

Internal Influences on Consumer Behaviour-

The Concept of Motivation and Its Marketing Implications; The Concept of Personality and Its Marketing Implications; The Concept of Perception and Its Marketing Implications; The Concept of Learning and Its Marketing Implications; Attitude Formation and Change

Unit-V

External Influences on Consumer Behaviour

(8 Hours)

Cultural, Sub-Cultural and Social Class Influences on Consumer Behaviour; Reference Groups and Their Influence on Consumer Behaviour; Family Influence on Consumer Behaviour; Opinion Leadership and Its Influence on Consumer Behaviour; Consumer Influence and Diffusion of Innovation

SUGGESTED READINGS

1. Batra Myers and Aker - Advertising Management (Pearson/ Prentice Hall, 5th Ed.)
2. Loudon D.L. and Bitta Della - Consumer Behaviour (Tata Mc Graw Hill, 4th Ed.)
3. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour (Pearson/ Prentice Hall, 9th Ed.)
4. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective (Tata Mc Graw Hill, 6th Ed.)
5. Clow and Baack - Integrated Advertising, Promotion and Marketing Communication. (Pearson Education, 3rd Ed.)

MKT-601 INDUSTRIAL MARKETING & BRAND MANAGEMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit- I (6 Hours)

Nature of Industrial Marketing: Industrial versus Consumer Marketing Management; understanding Industrial Markets; Organizational Customers; Classifying Industrial products Unique characteristics of organizational Procurement.

Unit-II (6 Hours)

Organizational buying Activities, objectives in organizational buying, Purchasing's influence on Buyer Behaviour, Psychological factors influencing individual Decision Making, strategic Planning in the Industrial Market.

Unit-III (8 Hours)

The Strategic Planning Process, Marketing Role in the Strategic Planning Process. Basis for segmenting Industrial Markets, Target Marketing and Product Positioning. Industrial Product Management, product development strategy, Relationship of Logistics and Physical Distribution, factors influencing pricing strategy.

Unit-IV (10 Hours)

Brand-Definition, Functions of Brand, Role of Brand, Branding- Importance of branding; Branding terminology- Brand awareness, brand names, brand protection, brand personality, brand image, brand loyalty, brand equity; Private versus national branding Brand Value, Value creation, Brand extension decisions. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism.

Unit-V (10 Hours)

Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination

Brand Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, interbrand approach, Choosing the valuation method, branding in specific sectors: Customer, industrial, retail, service.

SUGGESTED READING:

1. Aaker, David, A.: Managing Brand Equity, New York, Free Press, 1991.
2. Harsh V Verma: Brand Management: text and cases, Excel Books, 2008.
3. S. A. Chunawalla: Compendium of Brand Management, Himalaya Publishing House 2004.
4. Cpwley, Don. : Understanding Brands, London, Kogan Page, 1991.
5. Havalder Krishna K, Industrial Marketing, TMH, New Delhi.

MKT-602: SERVICE MARKETING

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I

(10 Hours)

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management : Specific for Service Industry.

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

UNIT II

(8 Hours)

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

Unit-III

(6 hours)

Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

Service management triangle-An Introduction to the Concept and its Variants viz. Internal Marketing, External Marketing and Interactive Marketing.

UNIT IV

(8 Hours)

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

UNIT V

(8 Hours)

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

SUGGESTED READINGS:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)

MKT-603 RURAL & AGRICULTURAL MARKETING

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I (8 Hours)

Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets. Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process.

Unit-II (8 Hours)

Rural Markets and STP(Segmenting, Targeting and Positioning).Rural Marketing Mix: Product strategy- product concepts and classification, new product development, product life cycle, packaging and branding in rural India.

Unit-III (8 Hours)

Pricing strategy- objectives, factors affecting pricing, methods of pricing. Communication strategy- objectives, methods and challenges in rural communication.

Unit-IV (8 Hours)

Rural Distribution strategy- distribution channels and organizing personal selling in rural markets. Role of IT in rural marketing(e-Choupals).Agricultural Marketing; concept, process and functions, types of agricultural markets, methods of sale, problems of agricultural marketing

Unit-V (8 Hours)

Role of Central and State Governments Institutions and organizations in agricultural marketing. Agricultural Price Commission. Nature, scope and role of co-operative marketing in India.

SUGGESTED READINGS:

1. Balram Dogra and Karminder Ghuman: Rural Marketing-Concepts& Practices, Tata McGraw-Hill Publishing Company Ltd.
2. Awadhesh Kumar Singh and Satyaprakash Pandey: Rural Marketing- Indian Perspective, New Age International (P) limited Publishers.
3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: Rural Marketing- Text & Cases, Pearson Education Asia.
5. K.S.Habeeb-Ur-Rahman: Rural Marketing In India, Himalaya Publishing House.
6. Ramkishan. Y: New Perspectives In Rural and Agricultural Marketing, Jaico Publishing House.
7. T.P.Gopalaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.

MKT-604 INTERNATIONAL MARKETING & STRATEGY

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I

(8 Hours)

International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; Process of International Marketing; Domestic Marketing versus International Marketing, basic modes for entry.

UNIT-II

(8 Hours)

International Marketing Environment; Factors influencing International market selection and segmentation, Market Selection strategies. International Marketing Planning and Control. International Marketing Mix: International product policy and planning

UNIT-III

(8 Hours)

International product mix, Product life cycle, product standardization and adaptation, and organization of product warranties and services. Branding, labeling, packaging

UNIT-IV

(8 Hours)

International pricing policies, the process of price setting, pricing decisions, information for pricing decisions. Terms of payment in international transactions, dumping, counter trade, transfer pricing and grey marketing. International Advertising: International advertising strategy, elements of advertising strategy, media strategy.

UNIT-V

(8 Hours)

International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

Emerging issues in international marketing: Global e-marketing-The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, The information and communication technology .

SUGGESTED READING

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. Sak Onkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, N. Delhi.
6. Rakesh Mohan Joshi: International Marketing, Oxford University Press.

FM-501 FOREIGN EXCHANGE MANAGEMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I

(7 Hours)

International Monetary Systems: Historical background and structure. Foreign Exchange Market: Nature, participants and structure. Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

Unit-II

(7 Hours)

Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates, exchange rates determination theories, factors affecting, flexible vs. fixed exchange rates, Exchange rate regime, Liberalized Exchange Rate Management System (LERMS), Currency Forwards

Unit-III

(10 Hours)

Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

Unit-IV

(8 Hours)

Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic, their measurement and management.

Unit-V

(8 Hours)

Tax treatment of Foreign Exchange gains and losses. Foreign Exchange Control in India, RBI guidelines, FERA & FEMA, Important provisions of FEMA.

SUGGESTED READINGS:

1. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
2. Chaudhary , B.K.: Financing of Foreign Trade and Foreign Exchange.
3. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
4. Henning, Pigott & Scott: International Financial Management.
5. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
6. Apte P.G.: International Financial Management, TMH, New Delhi.
7. Chatterjee, A.K.: Principle of Foreign Exchange.
8. Saran (V): International Financial Management, PHI. New Delhi

FM 502 : MANAGEMENT OF WORKING CAPITAL

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

Unit I : Introduction to Working Capital

(8 Hours)

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

Unit II : Management of Cash and Marketable Securities

(8 Hours)

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit III: Management of Receivables & Inventory

(8 Hours)

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Unit-IV

(8 Hours)

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

Unit V: Working Capital Financing

(8 Hours)

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

SUGGESTED READINGS

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –*Theory & Practice* (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9th Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6th Ed.)
7. Khan & Jain - Financial Management (TMH, 5th Ed.)

FM 503: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit I

(06 Hours)

Investment-Concept, Need, Objectives, Process, Investment alternatives, Introduction to Investment management.

Overview of Capital Market: Types of markets. Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

Unit-II

(8 Hours)

New Issue Markets - their nature, structure, Parties in new issue market, functioning and limitations, Current SEBI Guidelines; Secondary market, **Listing of securities**-Qualification for listing, merits & demerits, Operations of Indian Stock Market, Mechanics of Investing & Cost of investing.

Unit II

(8 Hours)

Stock Market Indices, Overview of BSE, NSE & OTCEI. Government securities, Non – security forms of investment; real estate investment; investment instruments of the money market. **Risk & Return** : Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components.

Unit-IV

(10 Hours)

Risk & Return of fixed & variable income securities nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration, Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation Fundamental analysis-Economic, Industry, Company Analysis

Unit-V

(8 Hours)

Technical analysis-Concept, Assumptions, Dow Theory, Charts ;Efficient Market Theory-Concept, Random Walk Theory.

SUGGESTED READINGS:

- 1) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 2) Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition)
- 3) Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.)
- 4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).

FM 504 : MANAGEMENT OF FINANCIAL INSTITUTIONS

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit I : Introduction

(10 Hours)

Financial System and Markets: Nature, structure, role and functions of a financial system. Key elements of a well functioning financial system; Status and objectives, reforms and recent developments in Indian Financial System.

Unit-II

RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India

Unit III : Management of Commercial Banks

(10 Hours)

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit IV : Management of Non-Banking Financial Institutions

(10 Hours)

DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ;

NBFCs - Their status, types, working and strategies for commercial viability ;

Insurance & Mutual Fund organizations - Their status, types, working and strategies for commercial viability. Housing finance companies.

Unit V :

(10 Hours)

Indian Securities Market: Stock Exchanges, Role of SEBI, Recent Developments in Indian financial security market; Mutual Funds; Depository System.

Money Market: Meaning, Significance, types; Call money market, Treasury Bills Market. Commercial Bills Market, Commercial Papers

SUGGESTED READINGS:

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
- 2) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 5) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
- 6) Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)

FM 601 MANAGEMENT OF FINANCIAL SERVICES

	L	T	P	Total
3	1	0		3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

Unit I

(8 Hours)

Financial Services: Meaning, Nature and Types. **Leasing:** Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. **Hire Purchase Finance and Consumer Credit:** Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit.

Unit-II

(8 Hours)

Housing Finance: Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes. **Credit Rating:** Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. **Mutual Funds:** Concept, Types, Advantages & Disadvantages, Cost.

Unit-III

(8 Hours)

Credit Cards: Concept and Significance; Types of Credit Cards, Credit Card Business in India. **Book Building:** Concept and Mechanism of Book Building; Significance and Benefits of Book Building. **Bought Out Deals:** Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario.

Unit-IV

(8 Hours)

Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India. **Depository system:** concept, depository participants, functions of depository system; benefits of depository, Depository system in India, NSDL, CDSL

Unit-V

(8 Hours)

Venture Capital: Meaning, Eligibility, Modes of Financing. Role and Functions of **Merchant Bankers**. **Factoring:** Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Forfeiting.

SUGGESTED READINGS:

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.

FM 602 FINANCIAL DERIVATIVES

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

Unit-I (6 Hours)

Financial Derivatives – An Introduction. Financial Future contracting: nature and types of Future Contracts, History of derivatives, traders in derivative markets, uses of Derivatives, growth of derivatives in Indian Market

Spot markets Trading: Trading Mechanism in spot, Pricing of spot Contracts, Spreads

Unit-II (8 Hours)

Forward markets Trading: Trading Mechanism in forward, Pricing of forward Contracts, Spreads

Future markets Trading: Trading Mechanism in future markets, Pricing of Future Contracts, Spreads, the clearing house, regulation future markets.

Unit-III (8 Hours)

Hedging Strategies Using Futures: Devising a hedging Strategy, short term interest rate Futures, long term interest rate futures, Stock Index Futures.

Foreign Currency Futures: Introduction Foreign Currency markets, foreign exchange rates, forward foreign exchange markets, pricing of currency forwards and futures.

Unit-IV (7 Hours)

Swap markets: types of Swaps, hedging with Swaps

Option Market: Concept, Types, terminology, mechanics

Unit-V (11 Hours)

Option Markets; Option pricing Models, currency option markets, trading with option, Hedging with option. Strategies-

SUGGESTED READING:

1. Bhalla, V. K. : Investment Management; Security Analysis and Portfolio Management, New Delhi, S. Chand, 2001.
2. Financial Derivatives : Delhi, S. Chand, 2001.
3. S.L Gupta: Financial Derivatives
4. Hull, John C.: Options, Futures and Other Derivative Securities 2nd ed., New Delhi, Prentice Hall of India, 1996.
5. Sharpe, William F. etc. : Investment, New Delhi, Prentice Hall of India, 1997.

FM 603 : PROJECT MANAGEMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

Unit 1 Basic Concept

(6 Hours)

Concept of a project, categories of project, project development cycle. The concept of project management ,tools & techniques of project management. Forms of project organizations.

Unit II Project Formulation

(10 Hours)

Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Unit III Process of Project Appraisal

(9 Hours)

Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit IV Project Scheduling & Risk management

(8 Hours)

Project scheduling: Concept, Network Models, PERT & CPM.

Project Risk Management-Contingency planning, scheduling resources, reduces project duration.

Implementation, Monitoring and Control of Projects

(7 Hours)

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project ,project financing.

SUGGESTED READINGS

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Mohsin M. - Project Planning and Control (Vikas)
3. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
4. Chaudhary, S – Project Management (Tata Mc Graw Hill)
5. Young TL – The Hand Book of Project Management (Kogan Page)

FM-604 PORTFOLIO MANAGEMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours:40

Unit-I (6 Hours)

Introduction to Portfolio Management, Portfolio Construction Process: Traditional and Modern approaches. Introduction to Risk & Return

Unit-II (8 Hours)

Markowitz Portfolio Theory: Assumptions, Explanation and Limitations Efficient Frontier; Meaning, Construction and Investors Utility.
Sharpe Single Index Model: assumptions, explanation and limitations.

Unit-III (10 Hours)

Capital Asset Pricing Model (CAPM): assumptions, explanation and limitations.
Efficient Frontier (i) Risk- free and (ii) Risky Lending and Borrowing, Leveraged Portfolio and Market Portfolio. Security Market Line, Capital Market Line, Characteristic Line
Arbitrage Pricing Theory: assumptions, explanation and limitations.

Unit-IV (8 Hours)

Portfolio Revision- Meaning, Need and Constraints. Formula Plans: meaning and types.
Portfolio Performance Evaluation: Meaning and Measures.

Unit-V (8 Hours)

Portfolio management Strategies, Market timing and stock selectivity. Portfolio Management Services in India.
Management and performance evaluation of mutual funds.

SUGGESTED READINGS:

1. Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
2. Fisher, Donald E. and Jordan, Ronald J. : Security Analysis and Portfolio Management, PHI of India, New Delhi.
3. Sharpe, William F. etc: Investment, PHI of India 1997, New Delhi.
4. Francis, JC. Investment Analysis and Management Kevin: Portfolio Management, Prentice Hall of India, New Delhi

HR 501 ORGANIZATIONAL CHANGE & INTERVENTION STRATEGIES

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I (8 Hours)

Organizational Change: Nature and meaning of organizational Change, forces for organizational change, Types of change, Models of organizational Change- Lewins Model and System Model of change, Resistance to change, Building support for change.

Unit-II (8 Hours)

Organizational Development: Concept, Characteristics, Steps in OD Process, General Competencies for OD Professionals, Values, Assumptions and beliefs in O.D, Ethics of O.D. Professionals,

Unit-III (8 Hours)

O.D. Interventions- An overview, Nature, major families of O.D.
Interventions- Interpersonal, Team, Intergroup, Third party and System Interventions,
Contemporary OD Interventions-Learning Organizations, Organization Restructuring,

Unit-IV (8 Hours)

Team Building, Employee Involvement and Work Design; Future of Organization Development

Unit-V (8 Hours)

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD

SUGGESTED READINGS

- 1 French and Bell Organizations Development. Prentice Hall of India. New Delhi, 1991.
- 2 French, W L. etc Organization Development theory, Practice and research 3rd ed. Universal Book Stall, New Delhi, 1990.
- 3 Singh, Kavita Organizational Change & Development, Excel Books.2010
- 4 Robbins ,Judge andVohra Organisational Behaviour, Pearson Education India 2011
- 5 Kinicki and Krietner Organisational Behaviour, Tata McGraw Hill Publications, 2011
- 6 Newstrom Organisational Behaviour at Work, Tata McGraw Hill Publications, 2011.
- 7 Baron and Greenberg Behaviour in Organisations, PHI, 2011.
- 8 Jones and Mathew Organisation Designs, Theory and Change, Pearson Education, 2011
- 9 Pareek, Udai Understanding Organisational Behaviour, Oxford University Press,2012.

HR-502 PERFORMANCE MANAGEMENT & APPRAISAL

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I

(10 Hours)

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process- Conceptual Model, Overview of Strategies for Performance Management

Unit II

(10 Hours)

Planning and Implementation of Performance Management- Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit III

(7 Hours)

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions;

Unit-IV

(6 Hours)

Improving Quality of Performance Ratings; 360 Degree Appraisal; e- Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit,

Unit V

(7 Hours)

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

SUGGESTED READINGS:

1. Smither, J.W. (2009). Performance Management: Putting Research into Practice. Wiley
2. Rao, T.V. (2008). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications
3. Kandula, S.R.(2007). Performance Management. PHI of India, New Delhi
4. Aguinis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi
5. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi

HR 503 LABOUR LAW-I

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections.Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

UNIT-I

(8 Hours)

The Industrial Dispute Act 1947

UNIT-II

(8 Hours)

Apprentice Act, 1961

The Trade Unions Act 1926

UNIT-III

(8 Hours)

The Payment of Bonus Act, 1965,

The Minimum Wages Act 1948

UNIT-IV

(8 Hours)

The Payment of Wages Act 1936,

Payment of Gratuity Act, 1972

UNIT-V

(8 Hours)

Contract Labour (Regulation and Abolition) Act, 1970.

Child Labour (Prohibition and Regulation) Act, 1986.

SUGGESTED READINGS:

1 Malik, P.L. Handbook of Labour and Industrial Laws, Eastern Book Company, 2010.

2 Venkataratnam Industrial Relations, Oxford University Press.2009.

3 Padhi, P.K Labor and Industrial Laws. Prentice Hall of India. 2010.

4 Mamoria, Mamoria & Gankar Dynamics of IR, HPH, New Delhi 2009.

5 Srivastava, Labour & Industrial Laws, Vikas Publications, New Delhi, 2007.

HR 504 : MANAGEMENT TRAINING & DEVELOPMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

Unit-I

(8 hours)

Training & Development: Concepts, Definition, Meaning, Need, Importance, Objectives, Special Issues. Concepts of Education, Training & Development: An Overview. Types Of Training.

Unit-II

(8 hours)

The Training Context: Nature and Scope of Training, Training Challenges, Forces influencing Working and Learning, Learning: Theories and Process. Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation.

Unit-III

(8 hours)

Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting).

Unit-IV

(8 hours)

Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

Unit-V

(8 hours)

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia.

Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D

SUGGESTED READINGS

1 Lynton, R. Pareek, U. Training for Development. Sage Publications, New Delhi, 2012.

2 Sahu RK Management Training for Development, Excel Publication. 2009.

3 Janakiram, B Training and Development, Biztantra. 2009

4 Noe, Raymond Employee Training and Development, TMH, New Delhi. 2011.

5 Blanchard and Thacker Effective Training Systems, Strategies and Practices, Pearson 2005.

6 Buckley R & Caple, Jim The Theory & Practice of Training, London, Kogan Page. 1995.

HR 601 : MANAGEMENT OF INDUSTRIAL RELATIONS

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours : 40

UNIT I

(6 Hours)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II

(8 Hours)

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

UNIT III

(6 Hours)

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

UNIT IV

(12 Hours)

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act.

Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Unit V

(8 Hours)

Industrial Relations & The Emerging Scenario: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations

SUGGESTED READINGS :

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations (Excel, 1st Ed.)
3. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)

HR 602 COMPENSATION MANAGEMENT

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Objectives: 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 organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

Unit-I (6 Hours)

Compensation Management: Concept, Goals, Foundations of Compensation Management. Compensation Strategy: Monetary & Non-Monetary Rewards. Internal and External Equity in Compensation System. Inter and Intra industry Wage Differentials.

Unit-II (8 Hours)

Fringe Benefits and Supplementary Compensation. Understanding Compensation Packages: Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives.

Unit-III (8 Hours)

Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Approaches to deal with the Workforce Redundancy.

Unit-IV (10 Hours)

Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Workmen's Compensation Act, 1923, Payment of Bonus Act, 1965.

Unit-V (8 Hours)

Institutions related to Reward System :Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation. International Compensation Practices: Problems, Objectives and Elements of Expatriate's Compensation Package.

SUGGESTED READINGS

1 Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010

2 Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004

HR 603 LABOUR LAW-II

L	T	P	Total
3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I(8 Hours)

ESI Act, 1948, Maternity Benefit Act, 1961

Unit-II(8 Hours)

EPF Act, 1952, Equal Remuneration Act, 1976

Unit-III(8 Hours)

The Factories Act 1948,

Unit-IV(8 Hours)

Bonded Labour system(Abolition act 1976)

The Workmen's Compensation Act 1923

Unit-V(8 Hours)

Sexual harassment at the workplace (Prevention, Prohibition & redressal) Act & rules 2013

The Industrial Employment (Standing Orders) Act 1946

SUGGESTED READINGS:

1 Malik, P.L. Handbook of Labour and Industrial Laws, Eastern Book Company, 2010.

2 Venkataratnam Industrial Relations, Oxford University Press.2009.

3 Padhi, P.K Labor and Industrial Laws. Prentice Hall of India. 2010.

4 Mamoria, Mamoria & Gankar Dynamics of IR, HPH, New Delhi 2009.

5 Srivastava, Labour & Industrial Laws, Vikas Publications, New Delhi, 2007.

6 Moshal, B.S. Business & Industrial Law, Anne Books.

7 Paul, Meenu Labour& Industrial Law, Allahabad Law Agency.

8 Mishra, S.N Labour& Industrial Law, Central Law Publications.

HR 604 HUMAN RESOURCE DEVELOPMENT-STRATEGIES & SYSTEMS

	L	T	P	Total
	3	1	0	3.5

Max. Marks- 100

Max. Time-3 Hours

Note: Note:The examiner will set the question paper for 100 marks having 3 sections. Section A containing 15 questions for 2 marks; Section B containing 8 questions of 8 marks (Student will attempt any 5); Section C containing 4 questions of 15 marks (Student will attempt any 2)

Contact Hours: 40

Unit-I (8 Hours)

HRD Introduction- Concept, goals, challenges, HRD methods, Changing paradigm of HRD- Concepts-scope-objectives, principles, framework, HRD climate.

Unit-II (8 Hours)

HRD Sub-systems- Performance Management, Training & Development, Career Planning, Succession Planning; Contribution of sub-systems to HRD goals, Planning and organizing HRD system-principles in designing HRD system

Unit-III (8 Hours)

Challenges of future HRD professionals- roles and competency requirements of HRD professionals, Developing HRD strategies

Unit-IV (8 hours)

Framework of HR-The strategic HR Framework Approach, The integrative framework, Human Capital Appraisal Approach, HRD Score card approach , P-CMM Approach. HRD for Workers, HRD for other special groups

Unit-V (8 hours)

HRD Interventions Strategies; HRD Approaches for coping with Organizational Changes, Future of HRD in India ,Global perspectives on HRD

SUGGESTED READINGS

1. Dayal, Ishwar: Successful Application of HRD, New concepts, New Delhi. 1996.
2. Dayal Ishwar: Designing HRD Systems, Concept, New Delhi, 1993.
3. Gupta Santosh & Deep Sachin Gupta: Human Resource Development, 2nd Ed. 2008, Deep and Deep Publications.
4. Rao, TV: Future of HRD, Macmillan India Ltd
5. Krishnaveni, R.: Human Resource Development: A Researcher's Perspective, Excel books, 2008
6. Kaushal H.: Human Resource Development, McMillan.
7. Rao, TV etc: Alternative Approaches & Strategies of Human Resource Development. Rawat, Jaipur, 1988.
8. Maheshwari, B L. & Sinha Dharni P. Management of Change through HRD, TATA McGraw Hill, New Delhi, 1991.
9. Pareek, U. etc: Managing Transactions: The HRD Response. Tata McGraw hill, New Delhi, 1992.

