

IEC UNIVERSITY



DETAILED SYLLABUS

MASTERS OF
BUSINESS ADMINISTRATION (M.B.A)

SESSION 2025-27 (Onwards)

IEC SCHOOL OF COMMERCE AND MANAGEMENT

IEC UNIVERSITY

HIMACHAL PRADESH

PIN-174103, INDIA

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1. Scheme of Evaluation
2. Detailed syllabus semester wise
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ANNEXURE-III
COURSE SCHEME OF EVALUATION
MBA (effective from the academic year 2025-26)
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		L 1 + T 0.5 + P 0.5
						MSE	CA	P	Total	Exam Marks		
1	MGT-101	Contemporary Management Principles	2	1	0	40	20	0	60	40	100	2.5
2	MGT-102	Managerial Economics	3	1	0	40	20	0	60	40	100	3.5
3	MGT-103	Fundamental Of Statistics & Probability	3	1	0	40	20	0	60	40	100	3.5
4	MGT-104	Business Environment and Policy	3	1	0	40	20	0	60	40	100	3.5
5	MGT-105	Accounting & Financial Analysis	3	1	0	40	20	0	60	40	100	3.5
6	MGT-106	Digital Applications in Business Management	1	0	0	30	15	0	45	30	75	3
7	ENG-701	Business Communication	3	0	0	30	15	0	45	30	75	3
SEMINAR/PROJECT												
1	MGT-191	Seminar	0	0	2	0	0	0	0	50	50	1
2	MGT-106P	Digital Applications in Business 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

Total	18	5	6	260	130	30	420	330	750	24.5
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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	MGT-201	Operation Analytics	3	1	0	40	20	0	60	40	100	3.5
2	MGT-202	MIS: Tools For Business Intelligence	3	0	0	40	20	0	60	40	100	3
3	MGT-203	Human Resource Management	3	0	0	40	20	0	60	40	100	3
4	MGT-204	Principles and Practices of Marketing	3	0	0	40	20	0	60	40	100	3
5	MGT-205	Financial Planning and control	2	1	0	40	20	0	60	40	100	3
6	MGT-206	Research Methodology	2	1	0	40	20	0	60	40	100	3
7	MGT-207	Production Management & Process Optimization	2	1	0	40	20	0	60	40	100	3
SEMINAR/PROJECT												
1	MGT-208	Case Study & Comprehensive viva Voce	0	0	0					50	50	1

Total	18	4	0	280	140	0	420	330	750	22.5
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SEMESTER II

No grades will be given in Non Credit Courses, only S & US will be given.

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	MGT-301	Advanced Strategic Management	3	0	0	40	20	0	60	40	100	3
2	MGT-302	Legal Framework 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	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-391	Industrial Training Report & Presentation	0	0	2					50	50	1
2.	MGT-392	Seminar	0	0	0					50	50	0
Total			24	8	0	320	160	0	480	420	900	24.5

Note:-The students are required to undergo 3 Months training in company /organization of high repute immediate after 2nd semester final examination. The students must obtain approval of the University before going for his /her training. On completion each student will be required to submit training report not exceeding 70-80 pages which shall be evaluated in the Third Semester.

No grades will be given in Non Credit Courses, only S & X will be given.

SEMESTER IV

Sr. No	Course Code	Name of Subject	Periods			Evaluation Scheme					Max. Marks	Credits
			L 1	T 0.5	P 0.5					ESE		
						MSE	CA	P	Total	Exam marks		
1	MGT-401	Entrepreneurship Development	2	1	0	40	20	0	60	40	100	2.5
2	MGT-402	Supply chain management & Optimization	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
SEMINAR/VIVA/PROJECTS												
1	MGT-491	Research Project Report & Seminar	0	0	2	0	0	0	0	100	100	1
2.	MGT-492	Case study	0	0	0	0	0	0	0	50	50	1
		Total	19	7	2	280	140	0	420	430	850	24.5

Note:-The students are required to undergo **6 Months** training in company /organization of high repute immediate after 3rd semester final examination. The students must obtain approval of the University before going for his /her training. On completion each student will be required to submit training report not exceeding 70-80 pages which shall be evaluated in the Third Semester.

No grades will be given in Non Credit Courses, only S & X will be given.

LIST OF ELECTIVE PAPERS

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

Specialization Group: Marketing Management Course Code

Third Semester

- MKT 301** **Applied** Marketing Research
- MKT 302** **Strategic** Sales & Advertisement Management
- MKT 303** **Retailing** Marketing
- MKT 304** **Fundamentals of** Consumer Behaviour

Fourth Semester

- MKT 401** Industrial Marketing & Brand Management
- MKT 402** **Principles of** Service Marketing
- MKT 403** **Marketing In Rural & Agricultural Sectors**
- MKT 404** **Strategic** International Marketing

Specialization Group: Financial Management Course Code

Third Semester

- FM 301** Foreign Exchange **& Risk** Management
- FM 302** **Financial** Management of Working Capital
- FM 303** Security Analysis and Investment Management
- FM 304** Financial Institutions Management

Fourth Semester

- FM 401** Advanced Financial Services Management
- FM 402** Advanced Financial Derivatives
- FM 403** Project Management
- FM 404** Strategic Portfolio Management

Specialization Group: Human Resource Course Code

Third Semester

- HR 301** Organization Change & Intervention Strategies
- HR 302** Performance Management **System** & Appraisal **Methods**

HR 303 Labour Law

HR 304 Management Training & Development **Strategies**

Fourth Semester

HR 401 Management of Industrial relations.

HR 402 **Rewards &** Compensation Management

HR 403 **Advanced** Labour Law

HR 404 Human Resource Development: **Strategies & Systems**

DETAILED SYLLABUS

MGT-101: CONTEMPORARY MANAGEMENT PRINCIPLES

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 (Students will attempt any 2)

Contact Hours: 40

UNIT I

(8 Hours)

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

UNIT II

(10 Hours)

Evolution and principles of Management: Classical Management Theory, Behavioral Management Theory, Modern Management Theory: Scientific Management, Administrative Management, Bureaucracy, Behavioural Theory (Hawthorne Experiments and Human Relations), Need Hierarchy Theory, Social System Approach, Contingent Approach.

UNIT III

(7 Hours)

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Planning Premises, Techniques of Forecasting, Barriers to Effective Planning, Decision Making, Management by objectives (MBO).

UNIT IV

(8 Hours)

Organizing: Concept, Importance, Principles, Theories, Forms of Organizational Structure and Design, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Business Ethics and Social Responsibility

Staffing: HRM - Concept, Manpower Planning, Job Design & Analysis, Recruitment & Selection, Training & Development, Transfer, Promotion, Job Rotation, Performance Appraisal, Recognition and Reward.

UNIT V

(7 Hours)

Directing : Theories of Motivation and Leadership, Direction and Supervision, Coordination.

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

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)

MGT-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 and Supply Analysis: Law of Demand and Supply, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand and Supply, Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand.

Consumer Behaviour: Utility and Indifference curve approach

Unit-III

(8 Hours)

Production concepts & analysis: Production function, single variable-law of variable proportion, two variable - Law of returns to scale.

Cost & Revenue Concept: Short-run and long-run cost curves and its managerial use, Market Equilibrium. Relationship between AR and MR.

UNIT-IV

(8 Hours)

Market Structure: Perfect Competition, Monopoly, Monopolistic, Oligopoly, kinked demand curve, Duopoly

Pricing Strategies and Determination: Full cost pricing, product line pricing, price skimming, penetration pricing, Peak load pricing.

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, Unemployment and International Trade & Foreign Exchange Reserves.

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)

MGT-103: FUNDAMENTAL OF 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).

MGT-104 BUSINESS ENVIRONMENT AND POLICY

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
(8 Hours)**

UNIT- I

Business Environment: Concept, significance, Nature, Factor affecting to the business environment, Interaction between internal and external environments, Micro and Macro Environment. Environment Scanning: meaning, nature, Scope, process and Techniques of environmental scanning.

UNIT-II

(8 Hours)

Risk in Business Environment: country risk and political risk. Basics of COPRA, MRTP & Competition Act, FEMA, SEBI Act; changing dimensions of these laws and their impact on business. Corporate Social Responsibility (CSR)

UNIT-III

(8 Hours)

Economic reforms: Liberalization, Privatization and Globalization; Industrial Policy in recent years; Policy with regard to small scale industries; Monetary policy and Fiscal policy, Public Sector in India - Rationale, Performance and Reforms, Public- Private Partnership.

UNIT-IV

(8 Hours)

International prospective: EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness. Consumer Protection Act, 2019 with addition to 1986.

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)

MGT-105 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 basics, concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards, **GAAP and IFRS**.

UNIT II

(12 Hours)

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

UNIT III

(8 Hours)

Financial Statement Analysis - Concept, Classification, Uses, Format of cash flow statements, Preparation and analysis 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 & Cash Flow Statement**. **Ratio analysis**.

UNIT IV

(6 Hours)

Cost Accounting - Nature & Scope of costing; Preparation of cost sheet; Types of Costing -Marginal costing and absorption costing, **Job Costing, Process Costing, Standard Costing, ABC,Kaizen Costing, JIT**.

Budgeting: Types of budgets & their preparation, performance budgeting and Zero based budgeting, Budgetary Control.

UNIT V

(12 Hours)

Responsibility Accounting: Concept and Objectives. Responsibility Centers; Inflation Accounting, Human Resource Accounting, **Environmental Accounting**.

SUGGESTED READINGS

- 1) Narayan swami - 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).

MGT-106: DIGITAL APPLICATIONS IN BUSINESS 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, **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. Adding headers 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
The Information Technology Act, 2000: Objectives and main provisions; Cyber crimes and penalties

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)

Second Semester

MGT- 201 OPERATION ANALYTICS

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

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

(8 hours)

PERT/CPM in business decision making.

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.

MGT-202 MIS: TOOLS FOR BUSINESS INTELLIGENCE

L	T	P	Total
3	0	0	3

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)

Total Contact Hours : 42

UNIT- I

[9 Hours]

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

MGT-203: HUMAN RESOURCE MANAGEMENT

L	T	P	Total
3	0	0	3

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: 46

UNIT I

(8 Hours)

Human Resources Management(HRM): Meaning, Nature and Scope, functions and objectives of HRM, HRM Vs. Personnel Management, Role of HR managers, **Human Resources Development** in India: principles of HRD, **Human Resources planning:** Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, E-HRM.

UNIT II

(8 Hours)

Job Analysis– Job Description, Job Specification. **Career Management**- Basic Concepts, Methods, Career Stages, Designing and Developing Career Management Systems in an organization, Design of application form, **Recruitment:** procedures, methods, **Cost benefit Analysis**. **Selection:** procedure, methods of Selection.

Unit-III

(10 Hours)

Training and Development: Methods and issues of training and management development programs. **Performance Appraisal:** Definition, Purpose of appraisal, Procedures and Techniques of Performance Appraisal. **Transfer, Promotion, Separation** – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

UNIT IV

(10 Hours)

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; **Industrial Relations:** Nature, Importance and approaches to IR, Trade union, Industrial conflicts. **Health & Safety Management:** Causes and Preventions of Accident.

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.)

MGT-204: PRINCIPLES AND PRACTICES OF MARKETING

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: Basics, nature, scope and importance of marketing; **Marketing concepts** and its evolution; Strategic marketing planning – an overview. **Market Analysis and Selection: Marketing environment** – macro and micro components and their impact on marketing decisions; Buyer behaviour; Individual consumer versus organizational buyers; Consumer decision making process. **Marketing mix:** 7Ps of Marketing mix.

UNIT II

(8 Hours)

STP: 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 and Product Positioning Strategy

UNIT III

(8 Hours)

Product Decisions: Concept; Classification; Major product decisions, Product line and product mix; **New Product Development**-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding, Packaging and **labeling** Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

UNIT IV

(8 Hours)

Pricing Decisions, Pricing Objectives, **Factor affecting Price determination**, Methods of Setting Price, Pricing Policies & Strategies, **Place**; 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: Role of Promotion in Marketing, Methods - Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. **Logistics:** Concept & Types. Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc. E- Promotion

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).

MGT-205: FINANCIAL PLANNING AND CONTROL

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 will attempt any 2)

Contact Hours: 40

UNIT I

(8 hours)

Introduction to financial management: Meaning, Nature, Objectives, Scope of financial management; **Business Finance and Finance Function**, Time value of money.

UNIT-II

(6 hours)

Financial Planning: Concept, Scope, Steps of financial planning, Capitalisation, Risk & return analysis- concept, types of risk, **Relationship between risk and Return, Risk and return Trade off**, **Leverage:** Introduction, Types.

UNIT-III

(8 hours)

Capital budgeting and Investment decisions: Importance, Difficulties determining cash flows, Techniques and methods of Evaluating capital budgeting, **Types of investment Decisions**.

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

UNIT-IV

(8 hours)

Sources of Finance: Classification on the basis of Time, Ownership & Control, Source of Generation

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

UNIT-V

(10 hours)

Dividend Policy: **Dividend and its forms, Types of Dividend policy, Theories**

Management of working capital - Cash, Receivables and Inventory Management-Concept, Importance, Need, **Determinants, Types**.

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, Bernard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing Company, 1991.
7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

MGT-206: 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, **Characteristics of good research, Objectives** & Types of Research, Process Involved in Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

UNIT II

(10 Hours)

Research Design: Various Methods of Research Design.

Sampling Design: **Sample and Census,** Sampling Concept, Sample Size and Sampling Procedure, Various types of sampling techniques, Determination and Selection of Sample Member.

UNIT III

(8 Hours)

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

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

Basics of Central Tendency, Dispersion and their Advantages, **Hypothesis**

Basic Scaling: Nominal, Ordinal, Interval, Ratio.

Attitude Measurement Techniques: Likert Scale, Semantic Scale, Thurstone Scale, Guttman Scale.

Unit-V

(8 Hours)

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

Bibliography and Annexure in the Report: Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons, **Format and Style of Referencing.**

Application of ICT in Research, Ethics in Research

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)

MGT-207 PRODUCTION MANAGEMENT & PROCESS OPTIMIZATION

	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)

Basics of Production and Operations Management: Nature and Scope, Objectives, Benefits, Responsibilities of Production & operations manager, Decisions of Production Management.

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, Stages in Production Planning & Control, 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, Material Management

Work Study: Method Study and Work Measurement;

UNIT-V

(6 hours)

Inventory Management: Objectives, Factors affecting, Process, need of inventory management 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)
4. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
5. Dobler, Conald W and Lee, Lamar : Pruchasing and Materials Management, New York, McGraw Hill, 1984.
6. Chunawalla & Patel : Production and Operations Management, Himalaya Publishing House, Nair:Production and Operations Management, TMH

Third Semester

MGT-301 ADVANCED STRATEGIC 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 will attempt any 2)

Contact Hours: 36

UNIT I

(10 Hours)

Strategy: concept, relevance and benefits; Strategic Management Process, Levels of Strategy; Approaches to Strategic Decision Making; Strategic Intent – Vision, Mission, Goals and Objectives; Strategy and Corporate Governance.

UNIT II

(8 Hours)

Strategy Formulation: concept of environment, environmental sectors, environmental scanning; organizational appraisal – competence vs. capability, techniques for organizational appraisal; Industry and Competition Analysis.

UNIT III

(8 Hours)

Organizational Capability Profile, Strategic Advantage Profile, Corporate Portfolio Analysis, SWOT Analysis, GAP Analysis, Mc Kinsey's 7s Framework, GE 9 Cell Model, Distinctive competitiveness, Selection of matrix, Balance Score Card

UNIT IV

(8 Hours)

Corporate Level Strategies: Stability Strategy – BCG portfolio model, Generic strategies; Expansion strategies – Ansoff Matrix, Integration Strategies, Diversification Strategies, Cooperative Strategies ; Retrenchment Strategies; Strategic Analysis and Choice.

UNIT V

(8 Hours)

Strategy Implementation: Nature, barriers and inter relationship; Structural Implementation; Functional and Operational Implementation; Behavioural Implementation;
Strategy Evaluation and Control

SUGGESTED READINGS:

1. Nag, A. (2011). Strategic Management – Analysis, Implementation and Control, Vikas Publishing House
2. Kazmi, A. (2014). Strategic Management and Business Policy, McGraw Hill Companies
3. Kachru, U. (2005). Strategic Management

MGT-302: LEGAL FRAMEWORK OF BUSINESS

	L	T	P	Total
	3	0	0	3

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)

Indian Contract Act, 1872: Elements of a valid contract; Capacity of parties; Free consent; Discharge of a contract; Breach of contract and remedies against breach; Quasi-contracts; Special contracts: Contracts of indemnity and guarantee; contracts of bailment and pledge; Contracts of agency.

UNIT II (8 Hours)

Sale of Goods Act, 1930: Sale and agreement to sell; Doctrine of Caveat Emptor; Rights of unpaid seller and rights of the buyer **Goods and Services Tax (GST):** Objectives and main provisions; Benefits of GST; Implementation mechanism; Working of dual GST

UNIT III (8 Hours)

Negotiable Instruments Act, 1881: Types of negotiable instruments; Negotiation and assignment; Dishonour and discharge of negotiable instruments **Prevention of Money Laundering Act:** Introduction, Process of Money Laundering, Penalty & Punishment for ML.

UNIT IV (8 Hours)

Consumer Protection Act, 2019: Basics, Rights and Responsibilities of Consumer, Three Tier Judicial Machinery, Consumer Protection Act, 2019 with addition to 1986 – CCPA, CDRC. **The Companies Act, 2013:** Nature and kinds of companies; Company formation; Management, meetings, winding up of a joint-stock company, LLP: Structure and procedure of formation of LLP in India

UNIT V (8 Hours)

The Competition Act, 2002: Objectives, Abuse of Dominant Position, CCI
The RTI Act, 2005: Objectives, Information Commission, Appeal & Penalty.
Intellectual Property Rights (IPRs): Patents, trademarks, and copyrights; emerging issues in intellectual property

(10 Hours)

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

MGT-402 SUPPLY CHAIN MANAGEMENT & OPTIMIZATION

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 will attempt any 2)

Contact Hours: 34

UNIT-I

(6 Hours)

Supply Chain Management: 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-301: **APPLIED** MARKETING RESEARCH

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
(10 Hours)**

UNIT I

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

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.

UNIT II

(8 Hours)

Research Design: Methods of Research Design, Experimental Research Designs.

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

UNIT III

(8 Hours)

Sampling: Sampling, Objective, 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. **Measurement and**

Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale. Attitude Scales: Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement.

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. **Format and Style of Referencing, Ethics in Marketing Research.**

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-302: STRATEGIC SALES AND ADVERTISEMENT

	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

(10 Hours)

Introduction of Sale: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, 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)

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-303: RETAILING MARKETING

		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)

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, Non-store 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, Store and its Image, 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, 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-304: FUNDAMENTALS OF CONSUMER BEHAVIOR

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 Consumer Behaviour: Definition, Nature, Scope, Consumer Behaviour's Applications in Marketing, **Market Strategy and Consumer Behaviour.**

Consumer research process: Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analysing Data & Report Preparation.

Unit-II

(6 Hours)

Determinants of Consumer Behaviour: Factors influencing Consumer Behaviour– **External Influences** - Culture, Sub Culture, Social Class, Reference Groups, Family, **Internal Influences** - Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes

Product Innovation Diffusion

UNIT-III

(10 Hours)

Consumer Decision Making Process: Types of consumer decisions, Consumer Decision Making Process, Problem Recognition, Information Search, Alternative Evaluation, Purchase Selection, Post purchase Evaluation, Buying pattern in the new digital era.

Consumer Decision Making Models: Black Box Model, Economic model, Howard & Sheth model.

UNIT-IV

(8 Hours)

Culture, Perception, Attitude with reference to Consumer Behaviour: Basics and Theories & model.

Consumer Motivation & Personality: Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation, Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory.

UNIT-V

(8 Hours)

Marketing Communications: Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication.

Consumer Protection Act 1986, rights of consumers

Globalisation of Consumer Market

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-401 INDUSTRIAL MARKETING & BRAND 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 (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 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. Industrial Product Management, product development strategy, Relationship of Logistics and Physical Distribution, factors influencing pricing strategy.
Basis for segmenting Industrial Markets, Target Marketing and Product Positioning.

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.

MKT-402: PRINCIPLES OF SERVICE MARKETING

	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

(10 Hours)

Introduction: Characteristics of Services, Classification of Services, Paradigms in Service Marketing, Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Difference between Product and Services Marketing, Importance of Customer Relationship Management: Specific for Service Industry.

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. Segmentation, Targeting and Positioning of Services.

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: Introduction 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-403 MARKETING IN RURAL & AGRICULTURAL SECTORS

	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)

Rural Marketing: Definition, Nature and Scope, Rural Marketing environment.

Rural Markets: Characteristics, importance and challenges & potential in rural markets.

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. Ramkishen. Y: New Perspectives In Rural and Agricultural Marketing, Jaico Publishing House.
7. T.P.Gopalaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.

MKT-404 STRATEGIC INTERNATIONAL MARKETING

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)

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: 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, Death of Distance, communication, Targeting the individual customers, relationship marketing, interactivity, 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-301 FOREIGN EXCHANGE & RISK 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

(7 Hours)

Foreign Exchange Market: Nature, Types, Functions, participants and structure.

Foreign exchange quotations: Direct and indirect. Convertibility of Rupee, current account convertibility and capital account convertibility.

International Monetary Systems: Historical background and structure.

Unit-II

(7 Hours)

Foreign Exchange: Importance, Elements, Spread of Foreign Exchange

Exchange rate: meaning, Types, 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)

Unit-III

(10 Hours)

Forex Derivatives: Futures, Forwards, Options, spot, Swaps. Key uses of Derivatives: Hedging, Speculation, Arbitrage.

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,

Problems in Foreign Exchange, Role of RBI in settlement of Forex problem in india, Foreign Exchange Management Act, FERA vs. 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 302 : FINANCIAL MANAGEMENT OF WORKING CAPITAL

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: 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

(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: Inventory

(8 Hours)

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 303: SECURITY ANALYSIS AND INVESTMENT 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

(06 Hours)

Elements of Investment: Concept, Nature, Need, Importance, Objectives, Process, Investment alternatives, Assets Classes and Financial instruments, Introduction to Investment management.

Securities Markets: Primary and Secondary market. Money Market and Capital Market

Stock Market: Overview of BSE, NSE & OTCEI.

Unit-II

(8 Hours)

Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

Listing of securities: Qualification for listing, merits & demerits, Operations of Indian Stock Market, Mechanics of Investing & Cost of investing.

Government securities, Non – security forms of investment; real estate investment; investment instruments of the money market.

Unit-II

(8 Hours)

Modern Investment Theory: Rationale AND Importance of investment in portfolio, Portfolio selection Problem, investors utility function and its behaviour, Portfolio analysis, Mean Variant Portfolio Frontier, Separation Theorem, , The Markowitz Portfolio Optimization Model and market Model, CAPM.

Unit-IV

(10 Hours)

Risk & Return: Concept, components, Measures of risk and return of investment portfolio, calculation, trade off, Risk & Return of fixed & variable income securities, Nature of equity instruments, Equity Valuation Models/Approaches.

Unit-V

(8 Hours)

Investment Analysis: Fundamental analysis – Economic analysis, Industry analysis, Company Analysis;

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 304 : FINANCIAL INSTITUTIONS 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: Introduction

(8 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

(8 Hours)

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

(8 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

(8 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:

(8 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 401 ADVANCED FINANCIAL SERVICES 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)

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. HimalayaPublishing House, 1997.
3. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.

FM 402 ADVANCED FINANCIAL DERIVATIVES

	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: Introduction to Financial Derivatives (6 Hours)
Financial Derivatives Overview- Nature and Types of Derivative Contract, History and Evolution of Derivatives Markets, Key Participants in Derivative Markets, Uses and Applications of Derivatives, Growth of Derivatives in the Indian

Unit-II: Spot and Swap Markets (8 Hours)
Spot Markets Trading, Trading Mechanism in Spot Markets, Pricing of Spot Contracts Spreads and Their Implications, Swap Markets, Types of Swaps: Interest Rate, Currency, and Commodity Swaps, Hedging with Swaps: Mechanisms and Strategies

Unit-III: Forward and Futures Markets (8 Hours)
Forward Markets Trading, Trading Mechanism in Forward Contracts, Pricing Forward Contracts, Spreads in Forward Contracts, Futures Markets Trading, Trading Mechanism in Futures Contracts, Pricing Futures Contracts, Spreads and Their Impact, The Role of Clearing Houses in Futures Markets, Regulation of Futures Markets

Unit-IV: Options Market (7 Hours)
Options Market Overview- Basic Concepts and Terminology, Types of Options (Call & Put), Option Mechanics: Exercising and Settling Options, Option Pricing Models: Black-Scholes, Binomial Model, Currency Option Markets and Trading with Options, Hedging with Options: Key Strategies and Applications

Unit-V: Hedging Strategies and Foreign Currency Markets (11 Hours)
Hedging Strategies Using Futures- Devising Effective Hedging Strategies, Short-Term and Long-Term Interest Rate Futures, Stock Index Futures for Hedging, Foreign Currency Futures, Introduction to Foreign Currency Markets, Foreign Exchange Rates and Their Determination, Forward Foreign Exchange Markets: Structure and Pricing, Pricing of Currency Forwards and Futures Contracts

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 403 : PROJECT MANAGEMENT

L	T	P	Total
3	1	0	3.5

Max. Marks- 100
Hours

Max. Time-3

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: Basic Concept of Project Management (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.

Unit V: 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-404 STRATEGIC PORTFOLIO 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 (6 Hours)

Portfolio Management: Introduction, Portfolio Construction Process, Traditional and Modern approaches. Concept of 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
Hours)

(8

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 301 ORGANIZATIONAL CHANGE & INTERVENTION STRATEGIES

L	T	P	Total
3	1	0	

3.5

Max. Marks- 100
Hours

Max. Time-3

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: Meaning and Nature 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-302 PERFORMANCE MANAGEMENT SYSTEM & APPRAISAL METHODS

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 (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, 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)

Contemporary Trends in Performance Management- Technology in Performance Management, Role of Digital Tools and HR Software in Managing Performance, Data Analytics and Artificial Intelligence in Appraisal Systems, Performance Management in Remote and Hybrid Work Environments, Measuring Performance in the Digital Age, Challenges and Best Practices for Remote Performance Appraisals, Future Trends in Performance Management, Continuous Feedback Models, Agile Performance Management Systems

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. Agunis, 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 303 LABOUR LAW

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: Labor Laws – Overview and Major Acts (6 Hours)

The Trade Unions Act, 1926- Objectives, Registration, and Recognition of Trade Unions, Rights and Liabilities of Trade Unions, Legal Protection of Trade Union Activities

The Industrial Disputes Act, 1947- Objectives and Provisions of the Act, Resolution of Industrial Disputes: Methods and Authorities, Rights of Workers and Employers in Disputes

UNIT-II: Employee Compensation and Benefits Laws (10 Hours)

The Payment of Bonus Act, 1965- Eligibility and Calculation of Bonus, Payment and Disbursement of Bonus, Dispute Resolution Mechanism

The Payment of Gratuity Act, 1972- Eligibility and Calculation of Gratuity, Conditions for Payment and Forfeiture of Gratuity, Gratuity Payment Procedures and Limits

UNIT-III: Wage and Wage Protection Laws (10 Hours)

The Payment of Wages Act, 1936- Provisions Regarding Timely Payment of Wages, Deductions and Penalties under the Act, Role of Inspectors and Authorities in Ensuring Compliance

The Minimum Wages Act, 1948- Determination of Minimum Wages for Different Sectors, Enforcement of Minimum Wage Standards, Dispute Resolution and Legal Remedies for Non-Compliance

UNIT-IV: Apprenticeship and Skill Development Laws (6 Hours)

The Apprentice Act, 1961- Scope, Objectives, and Application of the Act, Rights and Obligations of Apprentices and Employers, Benefits and Training Requirements for Apprenticeship Programs

UNIT-V: Labor Welfare and Child Protection Laws (8 Hours)

The Contract Labour (Regulation and Abolition) Act, 1970- Regulations on Employment of Contract Labor, Welfare and Safety Provisions for Contract Labor, Abolition and Regulation of Contract Labor in Certain Sectors

The Child Labour (Prohibition and Regulation) Act, 1986- Provisions for Prohibition of Child Labor, Penalties and Legal Actions Against Employers Violating the Act, Rehabilitation and Educational Programs for Child Laborers

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 304 : MANAGEMENT TRAINING & DEVELOPMENT STRATEGIES

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)

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

Unit-II (8 hours)

Training Context: Nature and Scope of Training, Training Challenges, Forces influencing Working and Learning, **Learning:** Theories and Process.

Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting).

Unit-III (8 hours)

Training Needs Analysis (TNA): Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation.

Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers

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)

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

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 401: MANAGEMENT OF INDUSTRIAL RELATIONS

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

(6 Hours)

Overview of Industrial Relations: Concept, Nature, Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers, Organization; **Management of Industrial Relation.**

UNIT II

(8 Hours)

Trade Union: origin and growth, concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions, unions after independence, unions in the era of liberalization.

Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management, **Dispute, Conflict, Strike and Safety Provisions.**

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

(8 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

(12 Hours)

Industrial Relations & 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, Future Direction of Industrial Relations, ILO in IR.

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 402 REWARD & COMPENSATION MANAGEMENT

L	T	P	Total
3	1	0	

3.5

Max. Marks- 100
Hours

Max. Time-3

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)

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, Compensation and Reward

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, 7th 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 403 ADVANCED LABOUR LAW

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 404 HUMAN RESOURCE DEVELOPMENT - STRATEGIES & SYSTEMS

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)

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, Challenges of HRD professionals.

Unit-IV (8 hours)

Framework of HR: 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: Strategies of HRD Interventions, 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.

EXTRACTS OF RULES & REGULATIONS

1. (i) The payment of the fees at the time of registration does not in any way confirm the registration.

(ii) The amount of fees received along with the application form is not refundable except mentioned.

(iii) The entire amount towards the fees must be paid before the commencement of the academic session.

(iv) In case the full fees is not paid by the due date, the amount paid towards the provisional admission shall stand forfeited and University shall not be held responsible.

(v) Fees is payable in advance for all courses. Any amount paid is not refundable for any reason whatsoever.

(vi) Fee shall be payable for such period, for which the student is absent/on leave from the institute.

(vii) The name of the student shall be liable to be struck off the rolls due to non-payment of fee on the due date. He/She shall have to pay fresh admission fee for seeking readmission.

(viii) Fee shall be payable for the full session, even if the student leaves the institute prior to the expiry of the Session.

(ix) The Fee for tuition and hostel is paid for full academic year ending 30th June, every year.

(x) Application fee is non adjustable and non refundable.

2. Student is not allowed to change the course.

3. Student will observe strict discipline and decorum at the institute and in case of any indiscipline or misconduct, student will be liable to be expelled from the institute without any notice. No fees will be refundable in such case. At the discretion of the VC such case may be penalized by appropriate fine.

4. The University shall have right to change the time schedule of the course at any time.

5. The University will provide job assistance to the students on successful completion of the course but does not stand guarantee for job.

6. Normally no extension in terms of fees would be allowed within the prescribed time limit; in special circumstances the extension to deposit the fees is allowed subject to approval of the VC of the University in writing, failing to pay even after the extension a fine of 50/- per day will be imposed, till actual date of payment.

7. The student must affix passport size photographs to the Admission Form. The University shall be entitled to use such photographs for publication in any journal, book, brochure, newspaper & other media.

8. The VC shall have the right to review & revise Rules and Regulations of the University from time to time as he thinks fit. The decision of the VC in all matters shall be final.

9. Regular and punctual attendance is insisted upon being important factor towards sessional assessment. No leave or absence is given without application in writing from the guardian. Students who have been absent from class must have a valid reason for their absence briefly noted in regularity record. Reasons of a private nature if any is to be intimated by a letter. Birthdays, excursions, urgent business are not sufficient reasons.

10. Students remaining continuously absent for more than a month without permission is liable to be excluded from the rolls and readmission may be refused.

11. Those who have been absent must show the Lecturers their regularity record duly countersigned by the VC before entering the classroom.

12. No student is allowed to leave the University premises except on the strength of a letter of request from his/her guardian and sanctioned by the VC.

13. Any damage to University property should be made good by the students concerned.

14. Students are responsible and answerable to the University authorities for their conduct in and out of the University. Students are to address the Lectures and all members of the staff with due respect and politeness. On their way to and from the University, they are expected to behave in a courteous manner.

15. Students must return after the holidays on the opening day and be present on the closing day of each term. In case of sickness, the University authorities must be notified.

16. The student will observe strict discipline and decorum in the University and in case of any indiscipline- or misconduct, the student will be expelled from the University without any notice. No fee will be refunded in such cases.

17. Use of possession of alcohol, or drugs, by any student of the institute is strictly prohibited. Any student; violating this rule, is liable to be summarily expelled from the institute as well as hostel and be subjected for action as per law applicable.

18. Attendance of the student in all the classes during the first week of the start of the semester or on reopening after holidays is compulsory. Any student, not observing this rule is liable to lose his/he admission in the institute.

19. All students must observe discipline in the University and hostels and maintain punctuality and regularity in the classes.

20. University reserves the right to detain student from Exams or take any other action as considered necessary, for non payment of fee dues or Student's attendance are short to the requirement of the university.

21. The parents/guardians of all the students are advised to visit their sons/daughters/wards as well as their local guardians to obtain first hand knowledge about their progress, activities, attendance and company and to ensure that their sons/daughter/wards are utilizing their time and money properly

22. Students are advised to keep the original receipt of fee deposited for final clearance at the end of the course.

23. All courses are conducted in accordance to Rules and Regulations, Syllabus, Curriculum of the University from time to time.

24. Adjustment of Fees on any ground whatsoever is not allowed.

25. Caution Deposit of any nature will be refunded. Student on completion of the course should get clearance of all dues from the administration. Caution Deposit will be refunded against the production of original receipt only. Students must ensure that all cards (identity Card, Hostel Card, Bus Card etc.) are deposited with the University at the time of getting the final clearance from the University.

26. All Fees should be deposited by separate Demand Drafts for Tuition Fee, Hostel Fees, Examination Fee.