

**MBA Syllabus**  
**First year (First Semester)**

<b>Paper Code</b>	<b>Title of Papers</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2101	Management Concepts & Applications	70	30	
2102	Managerial Economics	70	30	
2103	Organizational Behavior	70	30	
2104	Quantitative Analysis	70	30	
2105	Accounting for Managers	70	30	
2106	Computer Application in Management	-	50	50
2107	Business Communication Skills	-	50	50
2108	Business Environment	70	30	

**Notes:**

1. Evaluation of the performance of candidates in the paper computer applications in Management (2106) will be done internally in the form of a workshop for 50% marks and for remaining 50% marks a practical/viva voce examination will one conducted by the Board of Examiners consisting of one Internal Faculty and one External Examiner.
2. In the paper Business communication Skills (2107) candidates performance will be assessed Internally for 50% marks and in the workshop for the remaining 50% marks. Internal Assessment will be done on the basis of his/her presentation through video Film and the record shall be preserved on CDs. The assessment of the candidates in the workshop to be conducted in the manner s specified in the Ordinance.
3. The duration of the end term examination shall be 3 hours.

**MBA Syllabus**  
**First year (First Semester)**

**MBA – 2101/50701: MANAGEMENT CONCEPTS AND APPLICATIONS**

**COURSE OBJECTIVE:**

The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

**Unit – I** Introduction: concept & nature of management; management competencies-communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts-traditional, behavioural, systems contingency and quality viewpoints.

**Unit – II** Planning, decision making and organizing: nature & elements of planning, planning types and models, planning in learning organizations; strategic planning-an overview; decision making process, models of decision making, increasing participation in decision-making, decision-making creativity; basic issues in organizing – work specialization, chain of common delegation, decentralization, span of management, bases for departmentation.

**Unit – III** Leading: recognition of human factor, motivation models/approaches, leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organization.

**Unit – IV** Management control, managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility.

**Suggested Readings:**

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
2. Hellregel, Management, Thomason Learning, Bombay.
3. Koontz, Hand Wechrich, H. Management, Tata McGraw Hill inc. N.Y
4. Stoner, Jetal, Management, Prentice Hall of India., New Delhi.
5. Robbins & Coulter, Management, Prentice Hall of Hall of India. New Delhi.
6. Satya Raju, Management- Text & cases, PHI, New Delhi.
7. Richard L. Draft, Management, Thomson south-Western.

**Note:**

1. One case study be discussed –per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## MBA – 2102/50702: MANAGERIAL ECONOMICS

### **COURSE OBJETIVES:**

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

**Unit – I** Nature & scope of managerial economics; nature of marginal analysis; alternative objectives of business firm; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticity; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

**Unit – II** Law of variable proportions; laws of return; optimal input combination; output-cost relation; engineering cost curves; technological change and production decisions; revenue curves of a firm; duopoly analysis using reaction curves; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model, advertising and price-output decisions.

**Unit – III** Collusive behaviour of firms; cartel behaviour; game theory and strategic behaviour; product differentiation and price discrimination; price-output decision in multi-plant and multi-product firms; managerial theories of the firm; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

**Unit – IV** Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

### **Suggested Readings:**

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore.
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York.
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education Delhi.
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning.

### **Note:**

1. One case study be discussed –per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **MBA – 2103/50703: ORGANISATIONAL BEHAVIOUR**

### **COURSE OBJECTIVES:**

This course aims to provide insights necessary to understand behavioural processes at individual, team and organizational level enable students to learn how to influence the human behaviour in organizations.

**Unit – I** Foundation and background of OB, contemporary challenges-workforce diversity, cross – cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business.

**Unit – II** Perception, Personality, Learning, Motivation – Concepts and applications, individual decision making.

**Unit – III** Understanding and managing group processes-interpersonal & group dynamics, Group cohesiveness, Group decision making Emotional Intelligence-concept and applications, Understanding work teams, power & politics, Empowerment, Conflict & Negotiation.

**Unit – IV** Organizational processes and structure; Organizational structure & design, Work & job design; organizational learning; organizational culture; Organization change and development.

### **Suggested Readings:**

1. Nelson, Debra L and James C Quick, Organisaitonal Behaviour, Tomson learning.
2. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins, S.P., Organization behavior, Prentice Hall of India, N. Delhi.
4. Hellriegel, D & J.W. Slocam, Organizational Behavior, Thomson Learning.
5. McSchane, Organization Behavior, TMH
6. Luthans, Fred, Organizational Behavior, McGraw Hill, New York.
7. New Storm Davis Organisation Behavior, THM, New Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **MBA – 2104/50704: QUANTITATIVE ANALYSIS**

### **COURSE OBJECTIVES:**

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

**Unit – I** Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness; meaning and co-efficient of skewness.

**Unit – II** Correlation analysis-meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation; regression analysis- meaning and two lines of regression; relationship between correlation and regression co-efficient. Time series analysis- measurement of trend and seasonal variations; time series and forecasting.

**Unit – III** Probability; basic concept and approaches, addition, multiplication and Bayes', theorem. Probability distribution-meaning, types and applications, Binomial, Poisson and Normal.

**Unit – IV** Tests of significance; Hypothesis testing; Large samples, Small samples; chi-square test, Analysis of variance.

### **Suggested Readings:**

1. Levin & Rubins, Statistics for Business, Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business, Thomson learning, Bombay.
4. Anderson, Statistic for Business & Economics, Thomson learning, Bombay.
5. Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S. Business Statistics, Excel Books, 2000
7. Gupta C.B. & Gupta, Vijay – Business Statistical, Sultan Chand & Sons.
8. Kothari C.R. Quantitative Techniques, Vikas publishing House, New Delhi.
9. Hooda R.P., Statistics for Business & Economics, McMillan India LTD.

### **Note:**

**Instruction for External Examiner:** The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt five questions (selecting at least one question from each unit). All the five questions will carry equal marks.

## **MBA – 2105/50705: ACCOUNTING FOR MANAGERS**

### **COURSE OBJECTIVES**

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

**Unit – I** Financial Accounting-concept. Importance and scope, accounting principles, journal ledger, trial balance, depreciation (straight line and diminishing balance methodology). Preparation of final accounts with adjustments.

**Unit – II** Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis (AS - 3).

**Unit – III** Cost accounting –meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing.

**Unit – IV** Management accounting – concept, need, importance and scope; Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); Marginal costing and its application in managerial decision making.

### **Suggested Readings:**

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JB Publishers and Distributors, New Delhi.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Anthony R, N. and Recee J.S. Management Accounting Principles, Homewood, Illinois, Richard D. Irwin, 1995.
5. Hansen & Mowen, Cost Management, Thomson Learning.
6. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
7. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.
8. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **MBA – 2106/50706: COMPUTER APPLICATION IN MANAGEMENT**

### **COURSE OBJECTIVES:**

Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

**Unit – I** Computer organization: Introduction, components, classification, capabilities characteristics & limitations. Operating systems; storage devices; application of computer in Business, Computer Languages.

**Unit – II** Use of MS-Office: Basics of MS-Word, MS-Excel and MS-Power Point; Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.

**Unit – III** Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications. E-mail.

**Unit- IV** Introduction to database: Concept, characteristics, objectives, Advantage & limitations, entity, attribute, schema, subschema.

**Lab:** Operating Systems Commands, Internet Surfing, Ms Office, Ms Word, Ms Excel, and Ms PowerPoint, Tally (latest version).

### **Suggested Readings:**

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi.
2. June Jamrich Parsons, Computer Concepts 7<sup>th</sup> Edition, Thomson Learning, Bombay.
3. Comer 4e, Computer networks and Internet, Pearson Education.
4. White, Data Communications & Computers Network, Thomson Learning Bombay.

## **MBA – 2107/50707: BUSINESS COMMUNICATION SKILLS**

### **COURSE OBJECTIVE:**

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

**Unit – I** Purpose and process of communication; myths and realities of communication; paths of communication; oral communication; noise, barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication.

**Unit – II** Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews.

**Unit – III** Non verbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, body sport for interviews; business etiquettes; business dining, business manners of people of different cultures, managing customer care.

**Unit – IV** Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, style of letter arrangement, types of letters, telex managers, facsimiles, electronic mail; diary writing; development resume.

### **Suggested Readings:**

1. Kaul, Asha, Business Communication, PHI, New Delhi.
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi.
3. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
4. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi



## **MBA – 2108/50708: BUSINESS ENVIRONMENT**

### **COURSE OBJECTIVES:**

The objective of this course is to sensitize towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

**Unit – I** Nature & structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

**Unit – II** Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

**Unit – III** Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

**Unit – IV** Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

### **Suggested Readings:**

1. Acharya, Shankar, India's Macroeconomic Management in the Nineties, ICRIER, New Delhi.
2. Ahluwalia, I.J. and IMD Little, India's Economic Reform and Development, Oxford University Press, Delhi.
3. Datt, R., Second Generation Economic Reforms in India, Deep and Deep, New Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## First year (Second Semester)

<b>Paper Code</b>	<b>Title of Papers</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2201	Financial Management	70	30	
2202	Marketing Management	70	30	
2203	Human Resource Mgt	70	30	
2204	Operations & Supply Chain Management	70	30	
2205	Business Research Methods	50	-	50
2206	Computer Networks & Internet	50	-	50
2207	Operations Research	70	30	
2208	International Business	70	30	

**Note:**

1. Immediately after the completion of the Second Semester, the students shall proceed for their Summer Vacation training (SVT) of 8 weeks duration. The Summer Vacation Training Reports prepared after the completion SVT shall be assessed in the third Semester as a compulsory paper.

The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

2. The performance of the candidates will be evaluated in the paper of Business Research Methods (2205) externally for 50% marks and for the remaining 50% marks by way of presentations in the workshop arranged by the Faculty during the semester.

At least five workshops will be conducted in the class by the Faculty.

3. The duration of the end term examination shall be 3 hours.

## Semester – II<sup>nd</sup>

### FINANCIAL MANAGEMENT

Paper code: 2201/50801

#### COURSE OBJECTIVE:

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

**Unit- I** Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

**Unit- II** Investment decisions; importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate methods and certainly equivalent methods) cost of different sources of raising capital; weighted average cost of capital.

**Unit- III** Capital Structure decisions-financial and operating leverages; capital structure theories-NI, NOI, traditional and M-M theories; determinants of dividend models-Walter, Gordon & M.M. models.

**Unit- IV** Working Capital – meaning, need, determinants; estimation of working capital need; management of cash; inventory & receivable.

#### Suggested Readings:

1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi.
2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi.
3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education.
4. Chandra, Prasanna; Financial Management TMH, New Delhi.
5. Van Horn, James C., Financial management and Policy, Prentice Hall of India.
6. Brigaham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi.

#### Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

# **MARKETING MANAGEMENT**

**(PAPER CODE: 2202/50802)**

## **COURSE OBJECTIVE:**

The course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

**UNIT-I** Nature and scope of marketing; corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system.

**UNIT-II** Analyzing consumer markets & buyer behaviour, analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle.

**UNIT-III** New product developed process; product mix and product line decisions; branding and packaging decision, pricing strategies and programmes; managing marketing channels; wholesaling and retaining.

**UNIT-IV** Advertising and sales promotion; public relation; personal selling; evaluation & control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in international marketing.

## **SUGGESTIONS READINGS:**

1. Kotler Philip and Keller; Marketing Management, PHI, New Delhi.
2. Kotlet Philip, Kevin Keller, A. Koshy an M.Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi.
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi.
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi.

## **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **HUMAN RESOURCE MANAGEMENT** **(PAPER CODE: 2203/50803)**

### **COURSE OBJECTIVE:**

The primary concern of this course is to develop an appreciation effective of effective management of human resources and to enable the students to meet HR challenges in present scenario.

- Unit – I** Strategic importance HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; Human Resource Planning - objectives and process; human resource information system..
- Unit – II** Talent acquisition; recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme.
- Unit – III** Appraising performance; developing and instituting performance appraisal system, assessment and development centers, potential appraisal; rewarding performance; linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services.
- Unit – IV** HR in knowledge era; HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM.

### **SUGGESTED READINGS:**

1. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi.
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education.
3. Dessler, Gary, Human Resource Management, Pearson Education.
4. Mathi, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi.
7. Jyothi P., and D. N. Venkatesh, Human Resource Management, Oxford University Press, New Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**(PAPER CODE: 2204/50804)**

**COURSE OBJECTIVE:**

The objective of the subject is to explore the interlinking between operations management and supply chain management. The course seeks to provide the key concepts and solution in the design, operation, control and management of supply chain as integrated systems.

- Unit – I** Introduction operations management and supply chain management; important trends interlinking operations and supply chain management; cross-functional and inter-organizational linkages in operations and SCM; operations and supply chain strategies; business process; mapping business processes; measuring process performance; reducing cycles times; bench marking; strategies for business process improvement; defining quality; total cost quality; total quality management; continuous improvement tools; statistical quality control .
- Unit – II** Product design and development process; operations and supply chain perspectives on design; the development process; organizational role in product and service development; approaches to improving product and service design; types of manufacturing processes and their characteristics; product customization within the supply chain; service processes; layout decision models; capacity and capacity strategies; methods of evaluating capacity alternatives; forecasting-demand supply and price forecast; laws of forecasting; forecasting methods-qualitative methods and time series forecasting methods.
- Unit – III** Importance of purchasing; sourcing decision; sourcing strategy; purchasing process; multicriteria decision models in sourcing and purchasing; trends in purchasing models; importance of logistics decision areas; logistics strategy; logistics decision models; sales and operation planning (S&OP) strategy; major approaches to S&OP planning; organizing for and implementing S&OP planning; services consideration.
- Unit –IV** Role of Inventory – its types, drives and dependent demand inventory; periodic review system; continuous review system-economic order quantity, reorder points, safety stock and quantity discounts; single period inventory system; inventory in supply chain; master scheduling; material requirement planning; production activity control and vendor order management systems; synchronizing planning and control across the supply chain; just-in-time perspective on waste and inventory; kan-ban system; understanding the SCM information needs; diagnosing and improving SCM information flows; supply chain information system.

**SUGGESTION READINGS:**

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi.
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi.
3. Gaither, Norman & Frazire, Gerg; Operation Management, Thomson Learning, New Delhi.
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi.
5. Krajewski Lee J. & Ritzman, Larry, P.; Operations Management- Processes and Value Chains; Pearson Education, New Delhi.

**Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**BUSINESS RESEARCH METHODOLOGY**  
**(PAPER CODE: 2205/50805)**

**COURSE OBJECTIVE:**

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

- UNIT-I** Business research: its concept, nature, scope, need and managerial value of business research; components of theory-definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal; significance of research.
- UNIT-II** Research design – concept and types – exploratory, descriptive and experimental; sampling design – techniques, factors influencing sample size; attitude measurement; measurement; measurement scales-types and construction of scales and reliability and validity aspects in measurement.
- UNIT-III** Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing – an overview of parametric and non-parametric tests (analysis of variance,  $X^2$  test, Wilcoxon test, Rank test, Mann – Whitney test, Kruskal – Wallis H-test).
- UNIT-IV** Multivariate analysis – an overview of dependence and interdependence methods (multiple regression, discriminate analysis, conjoint analysis, factor analysis, cluster analysis); research report; ingredients and constructions of research report – procedure of preparation of reference and bibliography.

**SUGGESTED READINGS:**

1. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay.
2. Cooper, Donald R- and Pamela Schindler, Business Research Methods, Tata McGraw Hills, New Delhi.
3. Geode, Millian J. & Paul K. Hatl, Methods in Research Methods, Tata McGraw Hills, New Delhi.
4. Shekhran, Uma, Business Research Method, Miley Education, Singapore.
5. Kothari, C.R., Research Methodology.

**Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**COMPUTER NETWORKS & INTERNET**  
**(PAPER CODE: 2206/50806)**

**COURSE OBJECTIVE:**

The primary objective of the course is to familiarize the students with technologies like networking and internet and to build skills in applying these technologies to various business processes.

- UNIT-I** Introduction to Internet: Definition of networks, concepts of web page, website and web searching (browsing). Concepts of data transmission channel, half duplex transmission, moderns, client server computing, Introduction to OSI, TCP/IP reference models, cryptography.
- UNIT-II** Networked economy; Impact of computer networks on business, elements of networks of networked economy, using IS functions to deal with business risks. Infrastructure of networked economy; Hardware, Software, sharing information and resources through networks, LAN WAN, and wireless networks.
- UNIT-III** Privacy and ethical issues in networked economy; treats to privacy, protecting privacy, ethical issues in networked economy, social and economic issues in networked economy, health issues in networked economy, future of the networked economy.
- UNIT-IV** HTML: Build a simple HTML document, table, frames, links, adding multimedia documents, home page. Applications of networks in information sharing and dissemination; applications in banking, e-governance, ticket reservation etc.

**LAB:** Web Designing in HML, Internet Surfing.

**SUGGESTED READINGS:**

1. McKeown, Information Technology and the Networked Economy, Thomson Learning.
2. Forouzan, Data Communication & Networking, TMH, New Delhi.
3. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
4. Tennenbaum, Computer Networks, PHI, New Delhi.
5. Hagg., Baltzan & Philips, Business Driven Technology, TMH, New Delhi.
6. Molly, Using HTML 4, PHI, New Delhi.
7. Comer, E. Douglas, Computer Networks and Internet, Pearson Education, New Delhi.

**Note:**

**Instruction for External Examiner:** The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt five questions (selecting at least one question from each unit). All the five questions will carry equal marks.



# **OPERATIONS RESEARCH**

**(Paper code: 2207/50807)**

- UNIT-I** Operations Research: Evolution, methodology and role in decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of Problem of problem and its solution by graphical and simple methods; special cases in simplex method; infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.
- UNIT-II** Transportation problems including transshipment problems; Special cases in transportation problems; unbalanced problems, degeneracy; maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems; unbalanced problems, maximization objective and multiple optimal solutions.
- UNIT-III** PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time cost trade off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.
- UNIT-IV** Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time model (MMI and MMK); simulation; meaning, process, advantages, limitations and applications.

## **SUGGESTED READINGS:**

1. Paneerselvam, Operations Research, Prentice Hall of India, New Delhi
2. Taha, Operations Research: An Introduction, Prentice Hall of India, New Delhi.
3. Vohra, N.D; Quantitative Techniques in Management; Tata McGraw Hills Publishing company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J. K., Operations Research; Theory and Applications, Macmillan India Ltd., ND.
6. Kalavathy, Operations Research, Vikas Publishing House, ND.

## **Note:**

**Instruction for External Examiner:** The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt five questions (selecting at least one question from each unit). All the five questions will carry equal marks.

## INTERNATIONAL BUSINESS

Paper code: 2208/50808

### COURSE OBJECTIVE:

The objective of the paper is to acquaint the students with the fundamentals of international business. The paper provides exposure to multiple dimensions of the field and imparts international perspective to business decisions.

**Unit- I** Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internalization of firms; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

**Unit- II** Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

**Unit- III** Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chain; product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions..

**Unit- IV** Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues..

### Suggested Readings:

1. Daniels, J.D. and H. LEE Radesbaugh, International Business-Environment and Operations (New Delhi; Pearson Education).
2. Hill, Charles W.L., International Business-competency in the Global Marketplace (New Delhi: Tata McGraw Hill).
3. Sundaram, Anant K and Steward J. Black, The International Business Environment: Text and Cases (New Delhi: Prentice Hall of India).
4. Sharan, V., International Business: Concept, Environment and Strategy (New Delhi; Pearson Education).
5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance Thomson Learning Singapore.

### Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## Second Year (Third Semester)

<b>Paper Code</b>	<b>Title of Papers</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2301	Strategic Management	70	30	
2302	Management Information System	70	30	
2303	Business Legislations	70	30	
2304	Summer Training Report	50	50	
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			

**Note:**

1. Students are required to choose any three optional papers from each set of specialization areas under dual specialization scheme.
2. The SVT carry 100 marks, which will be evaluated externally for 50% marks and for 50% internally evaluation will be based on the presentation /viva voce of SVT before the Board of Examiners, as specified in the Ordinance.
3. the duration of the end term examination shall be 3 hours.

### **SPECIALISATION OFFERED**

#### **HUMAN RESOURCE MANAGEMENT**

##### **Third Semester**

<b>Paper No.</b>	<b>Title of the Paper(s)</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2305	Performance Management	70	30	-
2306	Training & Development	70	30	-
2307	Organizational Change and Development	70	30	-
2308	Compensation Management	70	30	-

## **FINANCE**

### **Third Semester**

<b>Paper No.</b>	<b>Title of the Paper(s)</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2309	Management of Financial Services and Institutions	70	30	-
2310	Project Management and Infrastructure Finance	70	30	-
2311	Strategic Cost Management and Control	70	30	-
2312	Multinational Financial Management	70	30	-

## **MARKETING**

### **Third Semester**

<b>Paper No.</b>	<b>Title of the Paper(s)</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2321	Brand Management	70	30	-
2322	Integrated Marketing Communication	70	30	-
2323	Service Marketing	70	30	-
2324	Consumer Behaviour	70	30	-

# Semester – III<sup>rd</sup>

## STRATEGIC MANAGEMENT

Paper code: 2301/50901

### COURSE OBJECTIVE:

The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

**UNIT-I** Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategic, mission and objectives strategic business unit, environment-concept, components and appraisal.

**UNIT-II** Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation-corporate level strategies and business strategies, strategy analysis and choice-the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan.

**UNIT –III** Strategy implementation: aspects, structures, design and change: behavioural implementation-leadership, culture, value and ethics.

**UNIT-IV** Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control-an overview of strategic evaluation and control, techniques of strategic and control.

### **Suggested Readings:**

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. David, Fred R. Strategic Management-Concept and Cases, Pearson Education, Delhi.
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization; Thomson Asia Pvt. Ltd.
4. Pearce II JA an Robinson Jr., R.B., Strategic Management-Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**MANAGEMENT INFORMATION SYSTEM**  
**Paper Code: 2302/50902**

**COURSE OBJECTIVE:**

The course will equip students with skills to analysis information requirements for managerial decision making.

**UNIT-I** Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision making and role of MIS. Data communication, Basic H/W required, Channel features and concept of distributed Data bases. Decision Support System: overview, components and classification, steps in constructing a DSS, in business, group decisions support system.

**UNIT –II** Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

**UNIT –III** Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods.

**UNIT –IV** Systems implementation Strategies and process; system Evaluation and Maintenance. Applications-cross-functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Executive information system.

Suggestion Readings:

1. Jawadekar, Management Information Systems, TMH, New Delhi.
2. Brien, James, Management System, Tata McGraw Hill, Delhi.
3. Stair, Principles of Management System, Thomson Learning, Bombay.
4. Mckeown, Information Technology and the Networked Economy, Thomson Learning, Bombay.
5. Brady, Cases in MIS, Thomson Learning, Bombay.
6. Murdick & Ross, Management Information System, PHI, Delhi.
7. Kanter, j., Management Information system, PHI, Delhi.

**Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**BUSINESS LEGISLATION**  
**Paper Code: 2303/50903**

**COURSE OBJECTIVE:**

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise.

**UNIT-I** The India Contract Act: Essentials of a valid contract, void agreement, performance of contracts, breach of contract and its remedies, Quasi-Contracts.

**UNIT-II** The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfers of property, rights of an unpaid seller; the negotiable instruments act; nature and types; negotiation and assignment holder-in due course, dishonour and discharge of a negotiable instrument, arbitration.

**UNIT-III** The Company Act 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares.

**UNIT-IV** Membership; borrowing powers; management and meeting; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law.

Suggestion Reading:

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.  
Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980.  
Ramaiyam, A., guide to the Companies Act, Wadhwa, Nagpur, 1992  
Shah, S.M., Business Law for managers, Sultan Chand, New Delhi, 1998  
Tulisian P.C., Business Law, TMH. New Delhi.

**Note:**

One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **HUMAN RESOURCE MANAGEMENT**

### **PERFORMANCE MANAGEMENT**

**Paper Code: 2305/50905**

#### **COURSE OBJECTIVE:**

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

**UNIT-I** Concept, characteristic, role and significance of performance; performance appraisal vis-à-vis performance management, process of performance management; performance management and strategic planning linkages.

**UNIT-II** Establishing and operationalising performance management system; measuring performance-results and behaviour; conducting performance review discussions; harnessing performance management system for performance improvement.

**UNIT-III** Performance management strategic and interventions- reward based performance management; career based performance management, term based performance management.

**UNIT-IV** culture based performance management; measurement based performance management; competency based performance management; leadership based performance management.

#### **Suggested Readings:**

Aguinis, Herman, Performance Management, Pearson Education, Inc.  
Kandula, Srinivas R., Performance Management, PHI, New Delhi.  
Rao, T.V., Performance Management and Appraisal Systems, Response Bank, New Delhi.  
Cardy, Robert L., Performance Management: Concepts, Skills and Exercise, PHI, New Delhi.  
Sahu, R.K., Performance Management System, Excel Books, New Delhi.

#### **Note:**

One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



**TRAINING AND DEVELOPMENT**  
**Paper Code: 2306/50906**

**COURSE OBJECTIVE:**

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

**UNIT-I** Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment-organization analysis, operational analysis, person analysis; competency mapping.

**UNIT-II** Designing the training programme: process of learning in training programme- attributed and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids.

**UNIT-III** Training methods and techniques-role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques-brainstorming, mind mapping, creative problem solving.

**UNIT-IV** Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training –cross culture training, e-learning, knowledge management.

Suggested Reading:

- Agochia, Devendra, Every Trainer's Handbook, New Delhi; sage Publications.  
De Simone, R.L. and Harris, D.M., Human Resource Management, Thomson Learning, Bombay.  
Sahu, R.K., Training for Development, Excel Books, New Delhi.  
Blanchard, P Nick, and James W. Thacker, Effective Training-Systems, Strategic and Practices, Pearson Education, New Delhi.  
Goldstein, Training in Organization, Thomson learning, Bombay.  
McGrath, Training for Life and leadership in Industry, Prentice Hall of India, New Delhi.

**Note:**

One case study be discussed – per unit – in the class.

- Instruction for External Examiner:** The question paper will have of two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Paper Code: 2307/50907**

### **COURSE OBJECTIVE:**

This course is designed to provide I depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, system, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

**UNIT-I** Organizational Change-meaning, nature, types; theories of planned change; Organizational development – nature and characteristics; process of organizational development.

**UNIT-II** Human Process Interventions-T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.

**UNIT-III** Techno structural Interventions-restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Organisation and environment relationships, organization transformation.

**UNIT-IV** Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practioners – role, competencies requirement, professional ethics and value and experiences; future trends in OD.

### **Suggested Reading:**

- Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
- Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, response Books, New Delhi.
- French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi
- Chowdhury, Subir, Organisation 21C, Pearson Education.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## COMPENSATION MANAGEMENT

Paper Code: 2308/50908

### COURSE OBJECTIVE:

This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analysis and restructuring compensation management system, policies and strategies.

**UNIT-I** Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy.

**UNIT-II** Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

**UNIT-III** compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

**UNIT-IV** Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

### **Suggested Reading:**

Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill  
Henderson, R.O., compensation Management, Pearson Education.  
Martocchio, J.J., Strategic Compensation, Pearson Education.  
Armstrong, M and Murlis H, Reward Management, Kogan Page, UK.  
singh, B.D., Compensation Reward Management, Excel Books, New Delhi.

### **Note:**

One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner:** The question paper will have of two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **FINANCIAL MANAGEMENT**

### **MANAGEMENT OF FINANCIAL SERVICE AND INSTITUTIONS**

**Paper Code: 2309/50909**

#### **COURSE OBJECTIVE:**

The objective of this paper is to acquaint the students about major financial services and institutions.

**UNIT-I** Financial Service: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking.

**UNIT-II** Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization.

**UNIT-III** Development Banks- operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LIC; segments/instruments for money market.

**UNIT-IV** Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial service; SEBI-its objectives, functions and powers.

Suggested Reading:

Bhole, L.M., financial Institutions and Markets, Tata McGraw Hills, New Delhi.

1. Khan, M.Y., Financial Services, Tata McGraw Hill, New Delhi.
2. Pathak, Indian Financial System, Pearson Education.
3. Khan, M.Y., Indian Financial System, Tata McGraw Hills, New Delhi
4. Machiraju, H.R., Indian Financial System, Vikas Publishing House.
5. Machiraju, H.R., Working of Stock Exchange in India, New Age Publication.
6. Shrivastava, R.M., and Nigam, Divya, Management of Indian Financial Institutions, Himalaya Publishing House.

#### **Note:**

One case study be discussed – per unit – in the class.

**Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE**

**Paper code: 2310/50910**

**COURSE OBJECTIVE:**

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

**UNIT-I** Phases and objectives of capital budgeting; generating and screening of project ideas; market; demand and situational analysis, technical analysis and financial analysis.

**UNIT-II** Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

**UNIT-III** Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India-project appraisal by financial institutions, environmental appraisal of Projects.

**UNIT-IV** Project management: organization, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/BOT system for infrastructure projects.

**Suggested Readings:**

Chandra, Prasanna, Projects: Planning analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.

Bhaves, M Patel, Project Management, Vikas Publishing House, New Delhi.

Machiraju, H.R., Project Finance, Vikas Publishing House, New Delhi.

Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, New Delhi.

Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN.

**Note:**

1. One case study be discussed – per unit – in the class.

**Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **STRATEGIC COST MANAGEMENT AND CONTROL**

**Paper code: 2311/50911**

### **COURSE OBJECTIVE:**

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

**UNIT-I** conceptual framework of SCM, environmental influences in cost management practices, role of SCM in strategic positioning; cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking.

**UNIT-II** Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume-based costing system, indicates of ABC; activity hierarchic; cost drivers; designing an ABC system, Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency ; Nature of value-chain analysis; activity analysis an linkage analysis; application of linkage analysis in cost reduction and value addition.

**UNIT-III** Functional-based planning and control; budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting ; responsibility centers and financial control- nature and role of responsibility centers; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications.

**UNIT-IV** Strategic-based performance measurement system: balanced score card-prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

### **Suggested Reading:**

1. Drury, Colin, Management Accounting and Control, Thomson Learning
2. Horngren, Datar Foster, cost accounting, Pearson Education
3. Hansen and Mowen, Cost Mangement, Thomson Learning.
4. Kaplan, Atkinson and Young, Management Accounting, Pearson Education.
5. Kaplan, Atkinson, Advanced Management Accounting, Pearson Education.
6. Anthony, Robert N., and Vijay; Management Control System, McGraw Hill.

### **Note:**

2. One case study be discussed – per unit – in the class.

**Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## MULTINATIONAL FINANCIAL MANGEMENT

Paper Code: 2312/50912

### COURSE OBJECTIVE:

International boundaries are blurring therefore MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs.

**UNIT-I** An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; fiancé in a multination firms; international flow of funds.

**UNIT-II** International working capital management; international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments - GDRs, ADRs, Euro issues, CP and ECB.

**UNIT-III** Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm.

**UNIT-IV** Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms.

### **Suggested Readings:**

1. Madura Jeff, International Financial Management; Thomson Learning
2. Sharan,V., International Financial Management, PHI, New Delhi.
3. Allen Shapiro, Multinational Financial Management, McGraw Hill.
4. Levi, Maurice D., International Finance, McGraw Hill.
5. Apte, P.G., International Financial Management, Tata McGraw Hill.
6. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H. and Pandey, Alok, Multinational Business Finance, Pearson Education.

### **Note:**

3. One case study be discussed – per unit – in the class.

**Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **MARKETING MANAGEMENT**

### **BRAND MANAGEMENT**

**Paper Code: 2321/50921**

#### **COURSE OBJECTIVE:**

To introduce the concept of branding and brand management with special emphasis on developing brand equity.

**UNIT-I** Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding.

**UNIT-II** Choosing brand elements to build brand equity; designing marketing programs to building brand equity; integrating marketing communication to build brand equity; information processing model of communication, marketing communication options, leveraging secondary brand knowledge to build brand equity; conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events.

**UNIT-III** Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity-capturing customer mindset; qualitative research techniques, quantitative research techniques, measuring outcomes of brand equity, capturing market performance.

**UNIT-IV** Designing and implementing branding strategies; brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time; managing brands over geographic boundaries and market segments.

#### **Suggested Reading:**

7. Keller, Kevin Lane; Strategic Brand Management; Pearson Education; New Delhi.
8. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; New Delhi.
9. Kumar, S. Ramesh; Marketing and Branding –The Indian Scenario; Pearson Education; New Delhi.
10. Kapoor, Jagdeep; 24 Brand Mantras; Sage Publications; New Delhi.
11. Sengupta Subroto; brand Positioning; Strategies for competitive advantage; Tat McGraw Hill; New Deli.
12. Clifton, Rita & Simmons, John; Brands and Branding; The Economic; Delhi.

#### **Note:**

4. One case study be discussed – per unit – in the class.

**Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



## **INTEGRATED MARKETING COMMUNICATION**

**Paper code: 2322/50922**

### **COURSE OBJECTIVE:**

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

**UNIT-I** Marketing communication; functional areas of marketing communication; integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation; brands-its meaning; creating and maintaining the brand; selecting desired brand position; developing brand identification; creating a brand image; creating and maintaining brand relationship with customers; brand-customer touch points; prospects and customers; AIDA model; think/feel/do models; brand decision making process; attitude formation and attitude change; brand likeability.

**UNIT-II** Campaign planning; IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information; customer database; building relationship through data management; developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; executional and strategic consistency.

**UNIT-III** Media classification; media strength and weakness; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion; sales promotion tools; determining consumer sales promotion strength and limitations of sales promotion; trade promotion; trade promotion for new products and existing brands; trade promotion strategies; objectives of co-marketing communication.

**UNIT-IV** Personal selling objectives and strategies; personal selling process; defining public relations; limitation of brand publicity; brand publicity tools; corporate image and reputation; mission and cause marketing; crisis communication; interactive and personal dimension of direct marketing; method of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages measurement and evaluation methods.

### **Suggested Readings:**

1. Duncan, Tom; Principles of Advertising and IMC; Tata McGraw Hill, New Delhi.
2. Clow, Kenneth & Baack, Donald; Integrated Advertising, Promotion and Marketing Communication; Pearson Education, New Delhi.
3. Belch, George and Belch, Michael; Advertising and Promotion; Tata McGraw Hill, New Delhi.
4. Wells, William, Burnett, John and Moriarty, Sandra; Advertising Principles and Practice; Pearson Education; New Delhi.
5. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University Press; New Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**SERVICE MARKETING**  
**Paper Code: 2323/50923**

**COURSE OBJECTIVE:**

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

**UNIT-I** Introduction to services marketing: role of services marketing; consumer behaviour in service encounters; customer interaction, purchase process, needs and expectations of customers; positioning services in competitive markets; search for competitive advantages; market segmentation, positioning vis-à-vis competitors.

**UNIT-II** Creating the service product: identifying and classifying supplementary services, planning and branding service-products, new service development; designing communication mix; branding and communication; effective pricing objectives and foundations for setting prices; distributing services; options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries.

**UNIT-III** Designing and managing service processes; service process redesign, customer misbehaviour; balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment; consumer responses to and dimensions of service environment; managing people for service advantage: service leadership and culture.

**UNIT-IV** Managing relationship and building loyalty; customer-firm relationship, analyzing and managing customer base; customer management relationship system in services marketing; customer feedback and service recovery; customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality, defining, measuring and improving service productivity; organizing for service leadership; search for synergy in service management , creating a leading service organization.

**Suggested Readings:**

1. Lovelock, Christopher, Wirtz, Jocken and chatterjee, Jayanta; Services Marketing-People, Technology, Strategy; Pearson Education; New Delhi.
2. Zeithaml, Valarie A. & Bitner, Mary Jo; Services Marketing – Integrating Customer Focus Across the Firm; Tata McGraw Hill; New Delhi.
3. Rao, K., Rama Mohana; Services marketing; Pearson Education; New Delhi.
4. Hoffman & Bateson; Essentials of Service Marketing; Thomson Asia Ptc. Ltd., New Delhi.
5. Rampal, M.K. & Gupta, S.L.; Services marketing; Galgotia Publications; New Delhi.
6. Shanker Ravi; Services Marketing – The Indian Perspective; Excel Books, New Delhi.

**Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **CONSUMER BEHAVIOUR**

**Paper Code: 2324/50924**

### **COURSE OBJECTIVE:**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.

**UNIT-I** Consumer behaviour and consumer research; importance of consumer behaviour; evolution of consumer behaviour; methods of studying consumer behaviour; customer centric organizations; market analysis; market segmentation, marketing mix strategies; value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; global advertising effectiveness; consumer decision process model, variances affecting the decision process; types of decision process; factors influencing the extent of problem solving; pre-purchase processes; need recognition; internal and external search; pre-purchase evaluation.

**UNIT-II** Different types of purchase situations; retailing and the purchase process; determinants of retail success or failure; point-of-purchase materials; consumer logistics; location based retailing; direct marketing consumption behaviours; consumption experiences; importance of customer satisfaction; factors affecting, satisfaction level; demographics and consumer behaviour; economic resources and consumer behaviour; personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer.

**UNIT-III** Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour, changing values and its effect on marketing; determinants of social class; social class and consumer behaviour; importance of families and households on consumer behaviour; role behaviour and its influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour.

**UNIT-IV** Group and personal influences on individuals; reference group and its influence on individuals; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinion change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember.

### **Suggested Readings:**

1. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; Thomson Learning; New Delhi.
2. Loudon, David L. & Dellabitta, Albert; Consumer Behaviour; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G., & Kanuk, Leslie Lazar; Consumer Behaviour; Pearson Education; New Delhi.
4. Soloman, Michael R., Consumer Behaviour – Buying Having and Being; Pearson Education; New Delhi.
5. Nair, Suja R., consumer Behaviour in Indian Perspective; Himalaya Publishing House, New Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

### Second Year (Fourth Semester)

<b>Paper Code</b>	<b>Title of Papers</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2401	Entrepreneurship	70	30	-
2402	E-Commerce	50	-	50
2403	Project Report	100	100	-
2404	Comprehensive Viva-voce	100	-	-
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			
	Optional Paper			

#### Note:

1. Students are required to choose three optional papers from each set of specialization areas offered under dual specialization scheme.
2. The Project Report shall carry 200 marks which will be evaluated by Internal & the external examiner on the basis of the following criteria/break-up of marks:-

1. Contents & Layout of the Report	20	
2. Conceptual Framework		20
3. Objectives & Methodology	15	
4. Data Presentation & Analysis	20	
5. Implications & Conclusions	15	
6. Bibliography	10	
7. Total	100	

3. The duration of the end term examination shall be 3 hours.

### SPECIALISATION OFFERED

#### **HUMAN RESOURCE MANAGEMENT**

##### **Fourth Semester**

<b>Paper No.</b>	<b>Title of the Paper(s)</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2405	Talent Management	70	30	-
2406	Industrial Relations and Labour Legislations	70	30	-

2407	Strategic Human Resource Management	70	30	-
2408	Cross culture Human Resource Management	70	30	-

## **FINANCE**

### **Fourth Semester**

<b>Paper No.</b>	<b>Title of the Paper(s)</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2409	Taxation Laws and Planning	70	30	-
2410	Management of Banking and Insurance	70	30	-
2411	Security Analysis and Portfolio Management	70	30	-
2412	Financial Derivatives	70	30	-

## **MARKETING**

### **Fourth Semester**

<b>Paper No.</b>	<b>Title of the Paper(s)</b>	<b>External Marks</b>	<b>Internal Marks</b>	<b>Practical Marks / Work-shop</b>
2421	Customer Relationship Management	70	30	-
2422	Sales and Distribution Marketing	70	30	-
2423	Retail Management	70	30	-
2424	Business Marketing Management	70	30	-

## Semester – IV<sup>th</sup>

### ENTREPRENEURSHIP

Paper code: 2401/51001

#### COURSE OBJECTIVE:

The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

UNIT-I Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

UNIT-II Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

UNIT-III Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis.

UNIT-IV Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising.

#### **Suggested Readings:**

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi.
2. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

#### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **ELECTRONIC COMMERCE**

**Paper Code: 2402/51002**

### **COURSE OBJECTIVE:**

The objective of the course is to learn types, process of e-commerce, the tools, channels and the related issue in implementing the e-commerce practices.

**UNIT-I** Introduction to Electronic Commerce: origin and need; Framework, application, network infrastructure (including internet), internet commercialization; factors affecting e-commerce, business and technological dimensions of e-commerce.

**UNIT-II** Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; smart card, credit card and emerging financial instruments.

**UNIT-III** B2B e-commerce; e-procurement, supply-chain coordination; on-line research; organizing for online marketing, Internet retailing; multi channel retailing; channel design; selling through online intermediaries. Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework; Internet advertising.

**UNIT-IV** Security; advertising & marketing in the internet, introduction to marketing & CRM, consumer search & resource discovery, computer based education & training, digital copyrights. Search engines & directory services; Agents in electronic commerce.

**Lab:** Internet Surfing of E-Commerce Sites.

### **Suggested Readings:**

1. Schneider P. Gary, Perry T. James, E-Commerce, Thomson Learning, Bombay.
2. Hanson & Kalyanam, Internet marketing & e-commerce, Thomson Learning, Bombay.
3. Bharat Bhasker, Electronic Commerce, TMH, New Delhi.
4. Kosiur, Understanding E-Commerce, Prentice Hall of India, Delhi.
5. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
6. Shurety, E-business with Net Commerce (with CD), Addison Wesley.
7. Napier, Creating a winning E-business, Vikas Publishing House, New Delhi.
8. Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi.
9. Whitely David, Electronic Commerce, TMH, Delhi.
10. Efraim Turban, Jay Lee, David King & H. Michael Chang, Electronic Commerce: A Managerial Perspective, Pearson Education, Delhi.

### **Note:**

**Instruction for External Examiner:** The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt five questions (selecting at least one question from each unit). All the five questions will carry equal marks.

## HUMAN RESORECE MANAGEMENT

### TALENT MANAGEMENT

Paper Code: 2405/51005

#### COURSE OBJECTIVE:

The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification, management, development of talent portfolio.

**UNIT-I** Talent:-engine of new economy, difference between talents and knowledge workers, leveraging talent friendly organizations.

**UNIT-II** Talent Management System – elements and benefits of Talent Management System; creating TMS, Building blocks of talents management: competencies – performance management, evaluating employee potential.

**UNIT-III** Talent Planning-succession management process; cross functional capabilities an fusion of talents; talent development budget, value driven cost structure; contingency plan for talent; building a reservoir of talent, leadership coaching.

**UNIT-IV** Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

#### **Suggested Reading:**

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent management Handover, Tata McGraw Hill, New Delhi.
2. Chowdhary, Subir, The Talent Era, Financial Times/ Prentice Hall International
3. Chowdhary, Subir, Organisation 21C, Pearson Education, New Delhi.
4. Sanghi, Seema, The Handbook of Competency mapping, Response Books, New Delhi.

#### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.



## INDUSTRIAL RELATION AND LABOR LEGISLATIONS

Paper Code: 2406/51006

### COURSE OBJECTIVE:

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

**UNIT-I** Industrial Relation: Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

**UNIT-II** ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO, Prevention and settlement of disputes.

**UNIT-III** Labour Legislations: Objectives, forms and significance; Grievance handling legislations; Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline.

**Unit-IV** Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of worklife.

### **Suggested Readings:**

1. Ramaswamy, E. Managing Human Resources, New Delhi, Oxford University press.
2. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21<sup>st</sup> Century, IIRA-Excel Books, New Delhi.
3. Monappa, A. Industrial Relation, Tata McGraw Hill, New Delhi.
4. Monappa, a. Managing Human Resources, Tata McGraw Hill, New Delhi.
5. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson education, New Delhi.
6. Venkatarantnam, C.S., Industrial Relations, Oxford University Press, New Delhi.
7. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Paper Code: 2407/51007**

### **COURSE OBJECTIVE:**

The Primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

**UNIT-I** HR environment; HRM in knowledge economy; concept of SHRM; investment perspective of SHRM strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.

**UNIT-II** Strategic fit frameworks: linking business strategy a HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages-measures of HRM performance; sustained competitive advantages through inimitable HR Practices.

**UNIT-III** HR Systems: staffing systems, reward and compensation systems, employee and career development systems, mergers and acquisitions, outsourcing and off shoring.

**UNIT-IV** Strategic options and HR decisions-Downsizing and restructuring, domestic an international labour market, mergers and acquisition, outsourcing and off shoring.

Suggested Readings:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwla, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi.
3. Dreher, George and Thomas Dougherty, Human resource Strategy, Tata McGraw Hill.
4. Greer, Charles, Strategic Human Resource Management
5. Belcourt, Maonica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

### **Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have of two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.