

**DIRECTORATE OF DISTANCE EDUCATION
KURUKSHETRA UNIVERSITY, KURUKSHETRA
M.B.A. 2 YEAR PROGRAMME
w.e.f the session 2013-14
SCHEME OF EXAMINATION
PART-I**

| Subject Code | Subject | Ext. Marks | Int. Marks | Time |
|---------------------|--|-------------------|-------------------|-------------|
| MBAD-101 | Management Concepts and Organisational Behaviour | 80 | 20 | 3 Hrs |
| MBAD-102 | Quantitative Techniques and Research Methodology | 80 | 20 | 3 Hrs |
| MBAD-103 | Accounting for Managers | 80 | 20 | 3 Hrs |
| MBAD-104 | Marketing Management | 80 | 20 | 3 Hrs |
| MBAD-105 | Human Resource Management | 80 | 20 | 3 Hrs |
| MBAD-106 | Financial Management | 80 | 20 | 3 Hrs |
| MBAD-107 | Business Environment and Economics | 80 | 20 | 3 Hrs |
| MBAD-108 | Fundamentals of Computer and E-commerce | 80 | 20 | 3 Hrs |
| MBAD-109 | Comprehensive Viva-Voce | 100 | - | - |

M.B.A. 2 YEAR PROGRAMME
w.e.f the session 2013-14
SCHEME OF EXAMINATION
PART-II

Note: - There will be Four Compulsory Papers (Two Theory Papers, One Training Report and Viva-Voce Examination) and five optional papers from any of the specialized areas, viz. Finance, Marketing, Human Resource Management.

COMPULSORY PAPERS:

| Subject Code | Subject | Ext. Marks | Int. Marks | Time |
|---------------------|--|-------------------|-------------------|-------------|
| MBAD-201 | Business Policy and Strategic Management | 80 | 20 | 3 Hrs |
| MBAD-202 | Business Legislation | 80 | 20 | 3 Hrs |
| MBAD-203 | Training Report | 100 | - | |
| MBAD-204 | Comprehensive Viva-Voce | 100 | - | |

OPTIONAL PAPERS:

SPECIALISATION AREA

FINANCE

| | | | | |
|-----------|--|----|----|-------|
| MBAFM-201 | Security Analysis & Portfolio Management | 80 | 20 | 3 Hrs |
| MBAFM-202 | International Financial Management | 80 | 20 | 3 Hrs |
| MBAFM-203 | Management of Financial Services | 80 | 20 | 3 Hrs |
| MBAFM-204 | Financial Institutions & Markets | 80 | 20 | 3 Hrs |
| MBAFM-205 | Project Management | 80 | 20 | 3 Hrs |

MARKETING

| | | | | |
|------------|---|----|----|-------|
| MBAMM -201 | Consumer Behaviour | 80 | 20 | 3 Hrs |
| MBAMM -202 | Advertising & Sales Management | 80 | 20 | 3 Hrs |
| MBAMM -203 | International Marketing & Export Management | 80 | 20 | 3 Hrs |
| MBAMM -204 | Product & Brand Management | 80 | 20 | 3 Hrs |
| MBAMM -205 | Rural and Agricultural Marketing | 80 | 20 | 3 Hrs |

HUMAN RESOURCE MANAGEMENT

| | | | | |
|------------|--|----|----|-------|
| MBAHR- 201 | Management of Industrial Relations | 80 | 20 | 3 Hrs |
| MBAHR -202 | Labour Legislation in India | 80 | 20 | 3 Hrs |
| MBAHR -203 | Managing Interpersonal Group Processes | 80 | 20 | 3 Hrs |
| MBAHR -204 | Compensation Management | 80 | 20 | 3 Hrs |
| MBAHR -205 | Human Resource Development | 80 | 20 | 3 Hrs |

MBA (Ist Year) DISTANCE EDUCATION

MBAD-101: Management Concepts and Organisational Behaviour

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The objective of this course is to be acquaint the students regarding different functions of management.

Course Contents:

Unit-I :Evolution of management thoughts: traditional, behavioral, systems, contingency and quality viewpoints. Nature, scope and process of management. Tasks and responsibilities of professional managers, Roles and Skills. Decision making process; models, techniques and participation in decision making. The nature and significance of planning, steps in planning, planning policies and strategies. The nature and significance of organising. Organization structure and design, departmentation, delegation and decentralization aspects, Staffing and directing.

Unit-II :Controlling: management control process & technique. Behavioural aspects of control. Social responsibility of business, Communication: nature, types, process and barriers of communication. Organisational Behaviour : Nature, Historical background of Organisational Behaviour. Work Motivation : Meaning and Theories of work motivation, Perception, Learning, Attitude, Personality: meaning and theories.

Unit-III :Foundations of Group Behaviour : Definition, Types of groups, Dynamics of informal and formal groups, teams in work places. Leadership :Nature, Leadership styles in organisation. Conflict : Nature and Types, Approaches to management of organisational conflict, Organisational Culture and climate, quality of work life, Group decision making.

Unit-IV :Organisational change and development : Definition and goals, approaches to organisational change, Techniques in organisational development, prerequisites to organisational development, steps in organisational development. Organisational change and work stress management.

References :

1. Harold Koontz and Heinz Weihrich, Management: A Global Perspective.
2. Davis, K., Organizational Behavior, Tata McGraw Hill Publishing Co., New Delhi.
3. Stephan P. Robbins, T.A. Judge And Neharika Vohre, Organizational Behavior, 14th edition, Pearson Education :
4. Stoner,J., Management, Prentice hall of India, New Delhi .
5. Mullins, Management and Organizational Behavior, Pearson Education
6. Udai Pareek, Understanding O.B., Oxford Press
7. Margied Pareek, Organizational Behavior, TMH
8. Stephan .P.Robbins, Management, Pearson Education.

MBAD 102: Quantitative Techniques and Research Methodology

Max. Marks 100
External: 80
Internal: 20
Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective :The objective of this course is to acquaint the students with simple quantitative methods that are helpful in managerial decision-making and problem solving.

Course Contents:

Unit-I: Introduction to quantitative tools and techniques related with business decision making. Linear programming: graphical and simplex method. Transportation and assignment problems, Decision Theory-Decision making under uncertainty, certainty and risk, decision-tree, Simulation.

Unit-II: Sources of data, Methods of presentation of data: Frequency distribution, measurement of central tendency and dispersion. Correlation and regression analysis, Theory of sampling – sampling methods.

Unit-III: Meaning, nature and scope of research, scientific methods of research ,conceptualising a research problem, types of research design, Formulation of hypothesis. Probability theory and probability distributions.

Unit-IV: Measurement Design: Nominal Scale, Ordinal Scale, Interval Scales and Ratio scales. Analysis and Interpretation of data- test of significance- Z-test, t-test, F-test & chi-square test. Different format of reports, criteria for judging a good research report.

References :

1. Malhotra, Naresh K., Marketing Research an Applied orientation, 5th edition , Pearson.
2. Hooda, R.P., Statistics for Business & Economics, McMillan India ltd.
3. Gupta, S.P., Statistical Methods, Sultan chand & sons.
4. Spun and Bonini, Statistical Analysis for Business Decisions, Irwin, 1973.
5. Clover, V. T., Business Research : Basic Principles and Techniques, Grid Publishing, Inc., Columbus, Ohio.
6. Kothari C.R.: Research Methodology, New Age International Publishers.
7. Cooper ans Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
8. Deepak Chawla & Neena Sondhi: Research Methodology-Concepts and Cases.
9. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay.

MBAD-103: Accounting for Managers

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: The basic objective of this course is to provide a basic understanding of the fundamental concepts, principles, accounting for facilitating better financial decisions.

Course Contents:

Unit-I: Financial accounting: Nature, scope and functions, accounting concepts, principles & conventions; Accounting process and records; Preparation of financial statements of corporate and non-corporate entities. Valuation of inventory.

Unit-II: Analysis and interpretation of financial statements. Ratio analysis; Fund flow and Cash flow statements;. Concepts of costs, elements of cost, classification of costs; Overheads: meaning and classification, cost sheet; Absorption costing;

Unit-III: Marginal costing: Cost-Volume-Profit analysis, decisions involving alternative choices; Overview of standard costing and variance analysis. Budget and Budgetary Control: meaning and process, types of budget, Master budget, fixed and flexible budget, performance budgeting, zero base budgeting.

Unit-IV: Management Control system: concept, nature, process, techniques; Contemporary issues in accounting: human resource accounting, value added accounting, segment reporting. IFRS: Concept and Relevance. Responsibility accounting.

References:

1. Anthony, R.N. and Reece, J.S., Accounting Principles, 6th ed., Homewood, Illionis, Richard D. Irwin, 1995.
2. Bhattacharya, S.K. and Dearden, J. , Accounting for Management, Text and Cases, New Delhi, Vikas, 1996.
3. Heitger, L.E. and Matulich, Serge, Financial Accounting, New York, McGraw Hill, 1990.
4. Hingorani, N.L. and Ramanathan, A.R. , Management Accounting, 5th ed., New Delhi, Sultan Chand, 1992.
5. Vij, Madhu, Financial and Management Accounting, New Delhi, Anmol Publications, 1997.

MBAD-104: Marketing Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The objective of this course is to develop the students', conceptual abilities and understanding of marketing.

Course Contents:

Unit-I: Introduction to Marketing, Nature, Scope and Importance of marketing. Modern marketing concept, role of marketing in developing economy.. Developing the marketing mix, The role of marketing mix in marketing planning and strategy. Concept of STP (Segmenting, Targeting and Positioning).

Unit-II: Understanding the marketing environment, Marketing Information System: concept and components. Consumer Behavior: meaning and importance, buying decision process, factors influencing consumer behavior.

Unit-III: Product Decisions: concept of product, product classification, product-mix and product-line decisions, new product development process, product life-cycle concept, branding and packaging decisions. Pricing Decisions: importance, objectives and policies, factors affecting pricing, pricing strategy.

Unit-IV: Promotion Mix: objectives and elements. Developing an optimal promotion mix. Budgeting for promotional strategy. Distribution Decisions: The role of marketing Channels in marketing strategy, types of marketing channels, factors affecting channel choice. New Horizons in Marketing: Green Marketing, Customer Relationship Management (CRM) and Event Marketing.

References:

1. Michael J. Etzel, Tata , Bruce J. Walker, William J. Stanton , Ajay Pandit, Marketing Concepts and Cases ,McGraw-Hill Publishing Company Limited .
2. Michael R.Czinkota, Thomson, South Masaaki Kotabe Marketing Management, Western.
3. Philip Kotler , Marketing Management, Pearson , Kevin lane Keller, Prentice-Hall.
4. Dhruv Grewal & Michael Levy , Marketing, Tata McGraw Hill Publishing , Company Limited
5. V.S. Ramaswamy & Nama Kumari , Marketing Management, Macmillan, Publisher India Ltd.
6. Rajan Sexena , Marketing Management, Tata McGraw , Hill Publishing, Company Limited.
7. Peter Rix , Marketing-a practical approach, Tata , McGraw Hill Publishing Company Limited.

MBAD-105: Human Resource Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives : To provide an understanding of basic concepts, functions and practices of human resource management in the corporate sector.

Course Contents:

Unit-I: Evolution of Human Resource Management, The Harvard framework, objectives, scope and significance, Emerging HR functions. Recent trends and Challenges in HRM. HR Policy and Indian Perspectives on HR policy. HR Planning: nature, process & need of HRP. Job Analysis-nature, need and methods. Recruitment: sources of recruitment and making recruitment effective. Selection, Placement. Induction & Socialization.

Unit-II : Training and development. Training policy, principles, methods, types and evaluation. Management Development - nature, procedure, methods and techniques, and evaluation. Management development in India. Career planning and development-concept, approaches to career development, career development. interventions and role of HR in Career management. Career & Succession planning. HRM practices in India.

Unit-III : Performance appraisal/management: nature, issues, methods and practices in India. Counselling -meaning, role and forms. Indian practices of Counselling. Compensation-Nature and significance. Job evaluation-concept, process and methods. Incentives and fringe benefits. Employee engagement-Concept, Drivers of Engagement and Measurement of Employee engagement.

Unit-IV : Industrial relations-key issues and emerging trends in a globalised economy. Indian labour policy. Emerging trends and leadership in trade Unionism, Industrial Disputes. Technological change and workers participation. Collective bargaining. Machinery for prevention and settlement of industrial disputes in India and ethical approach in IR.

References :

1. Gary Dessler , Biju Vorokkey, Human Resource Management , Pearson Education, Delhi
2. Rao, V.S.P., Human Resource Management, Excel books, New Delhi.
3. Cascio, W.F, Managing Human Resources, New, York, McGraw-Hill, Inc..
4. Dwivedi, R.S, Managing Human Resources, Personnel Management in Indian Enterprise, New Delhi, Galgotia, Publishing Ltd
5. Sharon Pande and Swapanlekha Basak, HRM-Text and Cases, ,Pearson, Delhi.
6. Beardwall, I. & L. Holden, Human Resource Management, Delhi, Macmillan India Ltd.
7. K.Ashwathappa, HRM Text and cases, 6th edition, Tata McGraw-Hill, New Delhi.
8. M.Armstrong, Handbook of HRM Practice, Kogan Page.
9. Biswajeet Pattanayak, HRM, Prentice Hall of India.

MBAD-106: Financial Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: The main objective of this course is to impart knowledge and understanding of various aspects of financial management in the realm of corporate decision making.

Course Contents:

Unit-I: Financial management: nature, scope, objectives and organization structure; Concept of valuation; measurement of risk and return, Assessment of financial requirements of a firm. Financial Planning- nature, determinants and process. Tools of financial planning and forecasting.

Unit-II: Capital budgeting decision: concept, significance and process, methods of evaluation; Capitals rationing; Cost of capital- concept, significance and measurement; Capital Structure Decision-concept, nature and significance. Theories of capital structure.

Unit-III: Concept of operating leverage and financial leverages; Dividend Decisions- concept, nature, significance and consideration in dividend policy decision; Dividend models. Sources of long term finance, medium term and short term finance in India.

Unit-IV: Management of Working Capital-concept, nature, components and determinants of working capital; Cash Management, receivable management, and inventory management; Financing of working capital. Regulation of bank finance for working capital in India.

References:

1. Prasanna Chandra, Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Hampton, John J. Financial Decision Making, Prentice Hall of India Ltd.. New Delhi.
3. Khan, M.Y., Jain, PK. Financial Management, Tata Mc-Graw Hill Company Ltd., New Delhi.
4. Van Home, James, Financial Management and Policy, Prentice Hall of India Ltd., New Delhi.
5. Brigham, E. F., Fundamentals of Financial Management, the Dryden Press, New Delhi.
6. Pandey, I.M., Financial Managemnt, Vikas publishing house, New Delhi.

MBAD-107: Business Environment and Economics

Max. Marks 100
External: 80
Internal: 20
Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: This course primarily aims at sensitising students towards overall business environment within which any organisation operates so as they sense, identify and evaluate business opportunity.

Course Contents:

Unit-I :Business Environment : Concept, components, nature and significance. Environment scanning. Economic systems and Role of government. Economic Planning and business scenario unfolding in the 12th planning in India..

Unit-II:International environment and its impact. Major economic reforms: concept and importance of LPG. Recent trends: Public Private Partnership. Joint-Sector in India. Small Scale Industry : growth, development, problems and environmental assessment for micro, small and medium businesses in India.

Unit-III :Nature and scope of managerial economics : Concepts and tools, economic analysis in relation to managerial decisions. Demand Analysis, determinants of demand, elasticity of demand and demand forecasting, Production functions and output maximisation. Cost concepts and functions. Economies and diseconomies of scale.

Unit-IV :Price output decision under different forms of market structures, perfect and imperfect competition, monopoly, monopolistic competition, oligopoly. National Income and social accounting; theory of income, output and employment. Determination: Classical and Keynesian models. Business cycles. Theory Inflation. Monetary and fiscal policies.

References:

1. Justin Paul, Business Environment, Tata Mc-Graw Hill, New Delhi.
2. Rudra Dutt and K.P.S. Sundram, Indian Economy, S.Chand and Co.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House.
4. Manab Adhikary, Business Economics, Excel Books.
5. A.N. Aggarwal, Indian Economy, New Age International Pvt. Ltd.
6. V Mote, Samuel G, Paul and Gupta , Managerial Economics, Tata Mc-Graw Hill, New Delhi.
7. K. Aswathappa, Business Environment, Himalaya Publishing House.
8. Rangarajan, C. and Dholakia, B.H., Macro Economics, Tata Mc-Graw Hill, New Delhi.

MBAD 108: Fundamentals of Computer and E-Commerce

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Contents:

Unit-I: Computer Fundamentals: An introduction; Elements of Computer system; Generations of Computers, Computer languages; Compiler, Interpreter and Assembler, Components of systems: - Input-Output devices, Types of Memory.

Unit-II: An Introduction to Operating System, Hardware and Software, Computer Network: Meaning, Types of Network, Analog and Digital Signals, Band width, Network Topology. Introduction to MS-Office: - MS-Word, MS-Excel, MS-Power Point.

Unit-III: Introduction to E-Commerce: Benefits, Limitation of E-Commerce, Framework of E-Commerce; Classification of E-Commerce, Business Application of E-Commerce, Types of E-Commerce.

Unit-IV: Electronic Payment Systems: Meaning & Types of Electronic Payment Systems, Traditional Payment Systems Vs Electronic Payment Systems, Debit Card, Credit Card, Smart Card, E-Money, Electronic Fund Transfer(EFT), EDI.

References:

- 1.. Kienam : Managing Your E-Commerce Business, Prentice Hall of India, N. Delhi.
2. Kosiur: Understanding E—Commerce, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
4. Schneider P. Grey, Perry T. James : E—Commerce, Thomson Learning, Bombay.
5. Shurety : E-business with Net Commerce (with CD), Addison Wesley.
6. Napier: Creating a Winning E-business, Vikas Publishing House, New Delhi.
7. Didar Singh : E-Commerce for Manager, Vikas Publishing House, New Delhi.
8. Whitely David : Electronic Commerce, TMH, N Delhi.
9. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications.

MBAD 109: Comprehensive Viva-Voce

MBA (IInd Year) DISTANCE EDUCATION

Compulsory Papers:-

MBAD 201: Business Policy and Strategic Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: The objective of the course is to familiarize students with about the concept, scope, significance and process of strategic management in the changing business environment.

Course Contents:

Unit-I: An introduction to Business Policy and Strategic Management. Strategic Decision Making. Planning Systems- Corporate Planning, Strategic Planning and Long Range Planning. Current Trends and New Directions in Strategic Management. An Introduction to Strategy Formulation, Corporate Mission, Purpose and Objectives. Environmental Scanning and Analysis.

Unit-II: Environmental and Organizational Appraisal- Significance and Techniques. Strategic Alternatives- Stability Strategy, Growth Strategy, Retrenchment Strategy and Combination Strategy. Strategic Choice- A Detailed Discussion of Prominent Portfolio Techniques like BCG Matrix, GE Matrix and Directional Policy Matrix etc.

Unit-III: Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

Unit-IV: Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of organizational system in evaluation Current trends in Strategic management- trends in external environment of business, new directions in strategic thinking and new modes of leadership.

References:

1. Jauch & Glueck, Business Policy and Strategic Management, Tata Mc-Graw Hill Publishing co., New Delhi.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases. Tata Mc-Graw Hill Publishing Co., New Delhi.
3. Michael Potter, Competitive Advantage of Nations.
4. Azhar Kazmi , Business Policy and Strategic Management, Tata Mc-Graw Hill Publishing co., New Delhi.
5. Rao, V.S.P, Business Policy and Strategic Management, Excel Books, Delhi.
6. Melvin J. Stanford, Management Policy, Prentice Hall.
7. John A. Pearce Hand R.B. Robinson Strategic Management.

MBAD-202: Business Legislation

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course objective: The course is designed to assist the students in understanding the legislature related to business activities.

Course Contents:

Unit-I: Business Legislation Meaning, Rational and Scope of Laws pertaining to Business in Country like India. The Indian Contract Act 1872 : Essentials of a valid contract, Void Agreement, Performance of Contract, Consequences of breach of contract and its remedies, Quasi-Contracts.

Unit-II: The Sale Of Goods Act 1930: Formation of contract, rights of an Un-paid seller The Negotiable Instrument Act 1881: As Amended by The Negotiable Instruments (Amendment and Miscellaneous Provisions) Act, 2002, nature and types, Holder-in-due course, Dishonor and discharge of a Negotiable Instrument.

Unit-III: The Companies Act 1956 : Formation of a company, Memorandum of Association, Article of Association, Prospectus- liability for mis-statement, Shares-statutory restrictions, kinds of share capital, Director's Powers, AGMs, Prevention of Oppression and Mis-management, winding up of a company.

Unit-IV: Consumer Protection Act: Rights of Consumer, Dispute Settlement Machinery. Partnership Act 1932-Overview, Competition Act, Cyber Laws.

Suggested Readings

1. Tulsian P.C., Business Legislation, Tata McGraw Hill Publications
2. Tuteja, S.K., Business Law for Manager, New Delhi, Sultan Chand
3. Satish S Mathur, Business Legislation Tata McGraw Hill Publications
4. Niraj kumar, Business Legislation Himalaya Publishing House.
5. Kapoor, N.D, Company Law, Sultan Chand and Sons.
6. Chawla, S.C, Mercantile Law, Kalyani Publishers.

MBAD-203: Training Report-100 Marks

Note: During the second year of MBA, every student will be required to complete two months in company training in an established organization of good reputation .After completion of the training each candidate will submit a report giving detail profile of the organization and about the type of training undertaken by him/her .To choose the organization for the training an approval must be taken by the candidate from the course co-coordinator minimum 3 months before submission of training report.

MBAD-204: Comprehensive Viva-voce (Including Training Report)- 100 marks.

FINANCE AREA:-

MBAFM-201: Security Analysis & Portfolio Management

Max. Marks 100
External: 80
Internal: 20
Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: - The basic aim of this course is to provide understanding of theory and practice of security analysis and investment decision making.

Course Contents:

Unit-I :Investment process, objectives of security analysis, types of securities, risks in holding securities, markets for securities. Operations of Indian stock market, new issue market, mechanics of investing. Market indices & returns. Bond Analysis; features, valuation, term structure interest rates, risk-immunization and Yield to maturity.

Unit-II :Common stock analysis; features, various approaches valuation, company analysis, industry analysis and economic analysis. Technical analysis features, assumptions, Dow theory, charts, Technical Trading Rules, Efficient market theory.

Unit-III :Introduction to portfolio management, risk and return analysis on a portfolio. Portfolio-markowitz Model. The mean-variance criterion (MVC): tracing the efficient frontier, Sharpe-Index Model: Constructing optimum portfolio. Capital Market Theory : Capital Asset Pricing Model (CAPM), Arbitrage pricing theory (APT).

Unit-IV :Portfolio Revision Techniques, Performance evaluation of managed portfolios, Options and futures : types of options, valuation of option. Warrants, convertible securities, features and future contracts, spread on future, financial futures.

References :

1. Donald E. Fisher & Ronald J. Jardon, Security Analysis and Portfolio Management, Prentice Hall of India (P) Ltd., New Delhi.
2. Jack Clark Francis, Investments - Analysis and Management, McGraw Hill Book Company, New York.
3. Jack Clark Francis, Management of Investments, McGraw Hill Book Company, New York.
4. Sharpe William F., Alexander Gordon J., Investment, Prentice Hall of India (P), New Delhi - 1.
5. Chandra, Prasana: Security Analysis and Portfolio Management, TMH ,New Delhi
6. Kevin. S, Portfolio Management, TMH ,New Delhi.

MBAFM-202 : International Financial Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: The main objective of this course is to provide basic understanding various aspects of Multinational Financial Management.

Course Contents:

Unit-I: Multinational Financial Management : Nature and scope of multinational financial system, functions and emerging challenges. International financial environment : Concept of balance of payments, International monetary system. Foreign Exchange - transactions - quoting foreign exchange rates, determination of exchange rate, parity conditions.

Unit-II : The foreign exchange market; nature, features, participants and structure. Forward exchange market, currency future, currency option, Financial Swap and euro-currency market.

Unit-III : Nature, features, types measurement and management of foreign exchange exposures. Multinational working capital management : short term financing, financing foreign trade, current assets management, managing the multinational financial system.

Unit-IV : Long term investment decisions; multinational capital budgeting; cost of capital and capital structure of the MNC, International taxation, political risk management, International equity market, International Bond market.

References :

1. Apte, P.G., International Financial Management, Tata McGraw - Hill Publishing Co. Ltd., New Delhi.
2. Rita, M. Rodriguez & E.E. Carter, International Financial Management, Prentice Hall of India, New Delhi.
3. Shapiro C. Alan, Multinational Financial Management, Allyn and Bacon, Boston.
4. Levi D. Maurice, International Finance, McGraw - Hill Pub. Com., New Delhi.
5. Weston, J. Fred & Brat W. Sargo, International Financial Management, New York.
6. Manju Agarwal, International Finance, Indian Institute of Finance, New Delhi.
7. Devada, Bhoralal and Sujit Sikiolar, International Financial Institutions and Monetary Management, Kalyani Publishers, New Delhi.

MBAFM-203: Management of Financial Services

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents:

Unit-I Financial Services: Meaning, Nature and Types. Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India.

Unit-II Hire Purchase Finance and Consumer Credit: Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit. Housing Finance: Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes. Financial Inclusion and Micro Financing in India.

Unit-III Credit Rating: Meaning and Types; Benefits of Credit rating, Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance;, 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. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India

Unit-IV. Depository system: concept, depository participants, functions of depository system; benefits of depository, Depository system in India. Venture Capital: Meaning, Eligibility, Modes of Financing. Merchant Banking: Role and Functions of, code and conduct, duties and liabilities of lead managers in India, SEBI Guidelines.

References:

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung : Global Corporate Finance: Text and cases, 2nd ed., Miami Florida, Kotb, 1993.
5. Shashi.K.Gupta: Management of Financial Services.
6. J.C. Verma, Merchant Banking, Tata McGraw Hill Company Ltd., New Delhi.
7. B.S. Bhatia and G.S. Batra, "Management of Financial Service", Deep & Deep Publications, New Delhi.

MBAFM-204 : Financial Institutions & Markets

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objectives: The main objective of this course is to impart basic knowledge of Indian Financial System in context to its structure, organisation and working.

Course Contents :

Unit-I :Financial system; Introduction, structure, components and process; Financial system and economic development, saving investment process in an economy.

An overview of Indian Financial system; historical background, features and present structure. Types of financial institution in India : Money market institutions and capital market institutions.

Unit-II :Commercial banks : Objectives, financial resources, lending policies, organisation, operations and recent developments in supply of credit of commercial banks, Development banks; Rationale of development banks, factors contributing to their emergence and growth in India. Objectives financial resources, organisation, lending policies and recent development of Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI). Industrial Credit and Investment Corp. of India (ICICI), Industrial Reconstruction Bank of India (IRCI), State Financial Corporations (SFC), State Industrial Development Corporations of India (SIDC).

Unit-III :Investment Institutions and mutual funds : Introduction, Nature of Investment Trusts, types of investment trusts, types of mutual funds. Major mutual fund schemes, investment policies, major operations and appraisal. Important mutual funds in India. RBI: organization structure, functions and regulations.

Insurance companies in India: Introduction, nature, financial resources, mobilisation of saving, investment policies, operations and recent trends; Life Insurance Corporation of India, General Insurance Corporation, other non-banking financial intermediaries. IRDA.

Unit-IV :Capital Market : Nature, features, structure, functions and classifications. Functioning of Industrial securities market; New Issue market and stock market, recent developments in India.

Money market: Nature, features, components and recent developments – call money market, treasury bills market, commercial bills market, markets for commercial papers & certificates of deposits. The securities & Exchange Board of India - Introduction, major objectives, features and important provisions relating to securities market.

References :

1. M.Y. Khan: Indian Financial System, Tata McGraw Hills
2. Bhole, L.M., Financial Market and Institutions, Tata McGraw Hills, 2008
3. R.M. Srivastava and Divya Nigam, Management of Indian Financial Institutions, Himalaya publishing house.
4. R.M. Srivastava, Indian Financial System - The changing scenario.
5. V.A. Avadhani , Investments and securities market in India.
6. R.K. Tandon and S.L. Gupta, Globalisation of Indian Financial Markets.
7. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
8. Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India, 2008.

MBAFM-205: Project Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : The basic objective of this course is to acquaint the students with various aspects of project planning, operations and control.

Course Contents:

Unit-I : Project management - an overview, introduction, significance. Defining the project and its setting in the context of planning. Project development cycle. Aspects of appraisal, identification of investment opportunities, accounting for project ideas. Project identification.

Unit-II : Feasibility Study : Market and demand appraisal; Information required for market and demand analysis; sources of information, market survey, demand forecasting and methods. Technical appraisal : Materials and inputs, production, technology, production mix, plant capacity, location, project charts and layouts.

Unit-III : Financial estimates and projections : Cost of project and means of financing, profitability, break-even-analysis, assessing the tax burden, financial projection. Project Financing, means of finance, institutional finance, incentives & subsidies.

Unit-IV : Financial and Economic appraisal : Costs and benefits from the financial angle, appraisal criteria, cost of capital, risk analysis of single project, social cost benefit analysis, multiple projects and constraints. Project Planning, scheduling and control of projects through PERT/CPM (both PERT Time and PERT Cost). Post completion audit. Project review and control.

References :

1. Prasana Chandra, Projects, Tata Mcgraw-Hill Publishing Company Ltd., New Delhi.
2. Chaudhary, S, Project Management, Tata McGraw-Hill Publishing Co. Ltd., Delhi.
3. Kerzner, Harold, Project Management, CBS Publishers and Distributors, Delhi.
4. P. Gopals Krishan & V.E. Rama Moorthy : Project Management, Macmillan India Ltd., New Delhi.
5. Lock, D. Project Management, London Grover Press, London.

MARKETING AREA:-

MBAMM- 201: Consumer Behavior

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: This course primarily aims at sensitising towards behaviour that consumers display prior to, during and after purchase. The same is of utmost importance for the budding managers to understand as all the modern day corporate policies, directly or indirectly are framed keeping in mind the ultimate customers.

Course Contents:

Unit-I: Consumer Behaviour: Meaning, Nature, Scope and Significance of its Study. Consumer Research: Role and Process. Consumer Decision Making Process: A Detailed Study of Various Stages and their Marketing Implications.

Unit-II: Psychological Factors Influencing Consumer Behaviour- A Detailed Study of the Concepts, Theories and Principles of Perception, Learning, Motivation, Personality & Self Concept and Attitude and their Marketing Implications.

Unit-III: Group Influences on Consumer Behaviour- A Detailed Study of the Influences of Family and Reference Groups and their Marketing Implications. Impact of Culture, Subculture and Social Class on Consumer Behaviour

Unit-IV: Communicating with Consumers- A Study of the Concepts of Opinion Leadership and Diffusion of Innovation along with their Marketing Implications. Industrial Buying Behaviour, Consumer Behaviour Audit.

References:

1. Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education
2. Blackwell, RD, PW Miniard and JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd.
3. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill.
4. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons.
5. Assel,H:,Consumer Behaviour- A Strategic Approach, Houghton Mifflin.
6. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill.
7. Hawkins, DL, DL Mothersbaugh and Amit Mookerjee, Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd., 11th Edition.
8. Solomon, Michael R, Consumer Behaviour, Prentice Hall, 10th Edition, 2012.

MBAMM-202: Advertising and Sales Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: - The objective of this course is to acquaint the students with the role of communication and advertising in marketing effort. An effort shall also be made to make students understand theory and principles of sales management.

Course Contents:

Unit-I Meaning, Forms and Role. Social, Ethical, Economic and Legal Aspects of Advertising. Advertising in Comparison to Other Tools of Promotion Mix. Advertising and Consumer Behaviour. Advertising Agency- Structure and Functions. Advertising in Cross Cultural Environment.

Unit-II Devising Advertising Campaign – Advertising Objectives and DAGMAR. Advertising Budget Determination. Message Designing and Layout. Copy Writing. Media Planning and Scheduling. Measuring Advertising Effectiveness.

Unit-III Sales Management- An Introduction. Sales Organisation, Sales Functions and Policies. Tasks and Responsibilities of Field Sales Manager. Planning of Sales Efforts- Sales Planning and Budgeting, Estimation of Market Potential and Sales Forecasting, Setting Sales Territories.

Unit-IV Fixation of Sales Quota, Sales and Cost Analysis. Managing Sales force- Selection, Training, Compensation, Motivation and Evaluation of Sales Performance.

References

1. Belch, George E and Michael Belch, Introduction to Advertising and Promotion, Irwin,2002, Chicago.
2. Sandage and Fryberger, Advertising, AITBS Publishers, Delhi,2000.
3. Aaker, David A, Rajeev Batra and John Meyers, Advertising Management, Prentice Hall of India, 2002.
4. Arens and Bovee, Contemporary Advertising, Irwin, Chicago.
5. Still, Richard R, Edward Cundiff and Norman Govoni, Sales Management- Decision, Strategies and Cases, Pearson Education/ Prentice Hall of India.
6. Dalrymple, Douglas J, William Cron and Thomas Decarlo, Sales Management, John Wiley and Sons Asia Pvt. Ltd.
7. Spiro, Stanton and Rich, Management of Sales Force, Tata McGraw Hill.

MBAMM-203: International Marketing and Export Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective :- The objective of the course is to acquaint the students with the concepts and problems of international marketing. An endeavor has also been made to apprise the students with various formalities and incentives relating to export business.

Course Contents:

Unit I: Framework of International Marketing: Nature, Scope, Domestic v/s International Marketing. Process of International Marketing. International Marketing Environment. International Marketing Research. An introduction to International Market Selection and Segmentation.

Unit-II: Global Marketing Mix- A Detailed Discussion of International Product Policy and Planning, International Pricing Policy and Strategy, International Advertising Strategy and International Distribution Management.

Unit-III: An Introduction to Export Management- Definition, Nature and scope. Recent Trends in India's exports of Goods and Services. Trade Barriers. Role of WTO in International Trade. Trade Blocks and their impact on International Trade. Foreign Trade and EXIM Policies of India.

Unit-IV: Institutional Infrastructure for Export Promotion in India. Stages in export Procedure- Registration, Export Order, Shipping and Custom Formalities, Banking Procedure, Realisation of Export Proceeds. Export Documentation. Incentives to Indian Exporters.

References:

1. Terpestra, Vern and Ravi Sarthy:, International Marketing, Thomson South Western.
2. Keegan, Warren J and Mark Green, Global Marketing, Pearson Education. 2013.
3. Simon Majaro, International Marketing, Routledge Publishers, 7th Edition, 2013.
4. Sak Onkvisit and J Shaw, International Marketing- Analysis and Strategy, Prentice Hall of India.
5. Philip R Cateora, International Marketing, Tata McGraw Hill Education Pvt. Ltd., 2013
6. Varshney, RL and B. Bhattacharya, International Marketing Management, Sultan Chand and Sons.
7. Joshi, RM, International marketing, Oxford University Press.
8. Khurana, PK, Export Management, Galgotia Publications.
9. Balagopal, TAS, Export Management, Himalaya Publishing House.
10. Annual Report of the Department of Commerce, Ministry of Commerce and Industry, Government of India issued from time to time.
11. Economic Survey of India issued from time to time

MBAMM-204: Product and Brand Management

Max. Marks 100
External: 80
Internal: 20
Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: The objective of this course is to acquaint the students with theory, principals and applications of product and brand management.

Course Contents:

Unit-I: Product: concept, levels and classification. Meaning of Product Management and role of product manager in an organization. Product Mix Decisions, Product Life Cycle and its marketing implications. The concept and process of New Product Development. Product Portfolio: concept and approaches.

Unit-II: Brand – Definition, evolution and functions of brand, Branding: meaning and importance, brand names, brand value and value creation.

Unit-III: Brand personality, brand image, brand loyalty, brand equity, brand extension.

Unit-IV: Brand identity: Meaning, need and dimensions of brand identity, brand identity prism and its relevance. Brand positioning. Brand valuation.

References:

1. Lehmann, Donald R. and Winer, Russel S. : Product Management, Tata McGraw Hill, 3rd edition, 2002.
2. Keller, Kevin Lana: Strategic Brand Management, Prentice Hall, 1998.
3. Aaker, David, A.: Managing Brand Equity, New York, Free Press, 1991.
4. Harsh V Verma: Brand Management: text and cases, Excel books, 2008.
5. S. A. chunawalla: compendium of Brand Management Himalaya Publishing House,2004.
6. Cpwley, Don.: Understanding brands, London, Kogan Page,1991.
7. Kapferer, J N.: Strategic Brand Management, New York, Free Press, 1992.
8. Trott, Paul: Innovation Management and New Product Development, Pearson Education, 2003.
9. Baker, M and S Hart: Product Strategy and Management, Pearson Education, 2nd Edition, 2002.

MBAMM-205: Rural and Agricultural Marketing

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: The objective of this course is to acquaint students with the complexities of Marketing in Rural Areas along with marketing of agricultural produce in Indian context.

Course Contents:

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

Unit-II: 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: Pricing in rural markets- objectives, factors affecting pricing, methods of pricing. Communication strategy- objectives, methods and challenges in rural communication. Rural Distribution strategy- distribution channels and organizing personal selling in rural markets.

Unit-IV: Agricultural Marketing; concept, process and functions, types of agricultural markets, methods of sale, problems of agricultural marketing, Role of Central and State Governments Institutions and organizations in agricultural marketing. Agricultural Price Commission.

References:

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.Gopaldaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.

HUMAN RESOURCE:-

MBAHR-201 MANAGEMENT OF INDUSTRIAL RELATIONS

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: This course is aimed to appreciate the conceptual aspects of industrial relations at the macro and micro levels.

Course Contents:

Unit-1 Industrial Relations: Meaning, Nature and Significance; Theoretical Approaches and Perspectives of IR. Old and New versions of Dunlop Model and its relevance for India; Actors in Industrial Relations and their Role .Key issues ,Critical Challenges & Recent Trends in IR. Characteristics of Sound Industrial Relations System. Employers Organisations - Origin, Growth & Role of Council of Indian Employers (CIE) in IR.

Unit-II Role of Govt. in IR: Perspectives, Types & Means of Govt. Interventions, Future Role of Govt. Indian Labour policy- Evolution and Key Concerns, Recommendations of 2nd National Labour Commission. Impact of New Economic Policy on IR. Labour Administration : Machinery and Measures to Strengthen Labour Court Administration.Technological Change: Concept and its Impact on IR. International Labour Organisation(ILO): Its Standards, Recommendations and the Case of India.

Unit-III Trade Unions: Historical Evolution, Theories of trade Union movement. Legal Framework for Trade Unions in India. Issues regarding Trade Union Recognition. Role and Relevance of Trade Unions in India's Economic Development during post liberalization period. Emerging Trends , Leadership and Organisational Issues in Trade Unionism. Future directions & measures to Strengthen Trade Unions movement in India. Social Security: Concept, Constitutional Provisions and Legal Framework.

Unit-IV Industrial Conflicts: Nature of Conflict , Statutory Measures and Non Statutory Measures.Grievance Management: Nature and Causes of Grievance, Its Procedure . Managing Discipline. Collective Bargaining: Concept and Process. Workers participation in Management: Objectives and recent experiences. Various forms and Indian Schemes and Statutes of Worker Participation. Workers Education: Concept, Scheme and Rationale behind workers education scheme. Ethical Issues in industrial Relations.

References:

1. P.C. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, 2002
2. C.B. Mamoria, Satish Mamoria, S.V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House,2008
3. Jayashree Kulkarni, Hiremathi, Participative Management and Industrial Performance, Anmol Publications Pvt Ltd , 2007
4. S.C. Srivastava, Industrial Relations & Labour Laws- V-th ed., Vikas Publishing House Pvt. Ltd.
5. B.D. Singh , Industrial Relations, Excel Books, New Delhi, 2008
6. Arun Monappa & others, Industrial Relations & Labour Laws, TMH, New Delhi.
7. L. Mishra, Case Laws on Industrial Relations, Excel Books, New Delhi, 2008
8. Ratna Sen – ‘Industrial Relations in India’, Macmillan India Ltd., New Delhi, 2008.
9. P.Subba Rao- Industrial Relations , Himalaya Publishing House ,New Delhi
10. Venkatratnam.C.S., Industrial Relations, Oxford Publications.

MBAHR-202: LABOUR LEGISLATION IN INDIA

Max. Marks: 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective: The course aims to provide an understanding, application and interpretation of the various Labour laws and their implications for resolving Labour problems.

Course Contents:

Unit-1 Introduction to Labour Legislation: Genesis ,Growth, Objectives, Significance and types. Principles of Labour Legislation. Forces Influencing Labour legislations in India. Indian Constitution and Labour Legislation. Emerging Trends in Labour legislations. International standards of Labour by ILO and its Influence on Indian Labour Legislations. Conventions and Recommendations of ILO, Difficulties in Adoption of Conventions, Recommendations and Ratification by India.

Unit-II Regulative and Protective Legislations: The Industrial Disputes Act 1947, The Factories Act 1948, The Trade Union Act 1926; The Industrial Employment and Standing Orders Act 1946.

Unit-III Wage & Other Important Legislations:The Minimum Wages Act 1948; The Payment of Wage Act 1936; The Equal Remuneration Act 1976; The Payment of Bonus Act 1965; Contract Labour (Regulation and Abolition) Act 1986, The Apprentice Act 1961

Unit-IV Social Security Legislations:Employee Provident Funds and Miscellaneous Provisions Act 1952; Employees State Insurance Act 1948; Workmen's Compensation Act 1923 Maternity Benefit Act 1961; Payment of Gratuity Act 1972.

References:

1. C.B. Matoria, Satish Matoria, S.V. Gankar, Dynamics of Industrial Relations,Himalaya Publishing House,2008
2. B.D. Singh , Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
3. B.D. Singh , Industrial Relations, Excel Books, New Delhi, 2008
4. B.D.Singh, Labour laws for manager, Excel Books, New Delhi, 2007
5. L. Mishra, Case Laws on Industrial Relations, Excel Books, New Delhi, 2008.
6. Sen – 'Industrial Relations in India', Macmillan India Ltd., New Delhi, 2008.
7. Industrial Jurisprudence by A M Sarma, Himalaya Publication House, New Delhi.
8. Venkataratnam, Industrial Relations, Oxford University Press.2009.
9. Padhi, P.K, Labor and Industrial Laws. Prentice Hall of India. 2010.
10. Malik.P.L., Handbook of Labour and Laws, Eastern Book company.
- 11.
- 12.

MBAHR-203: Managing Interpersonal Group Processes

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

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

Course Contents:

Unit-I : Group Nature & Meaning; Group as a medium of learning, Types, Group Dynamics – Groups at work, Effective team performance. The Dynamics of individual performance in Groups : Social facilitation, social loafing. Social Interaction: Learning social behaviour, prosocial behaviour, organisational socialization.

Unit-II : Interpersonal influence process; conformity, obedience, compliance, group think, Group morale and performance, group cohesive and performance. Interpersonal Communication in Organisations : Communication, types of forms, influences on organisational communication, organisational structure directing the flow of messages; communication networks; overcoming communication Barriers; building effective communication systems and processes.

Unit-III :Interpersonal awareness and feedback processes : Social perception, Person Perception, Impression formation, social information processing, factors affecting person perception, Attributions; Casual attributions; Kelley's Model of Attribution, Weiner's Model of Attribution. Feedback process; functions and sources of feedback; 360 degree feedback.

Unit-IV :Cooperation and Competition in Organisation : Consequences of intergroup competition, Reducing negative consequences of intergroup competition, cooperation, factors affecting cooperation : Conflict, intergroup conflicts in organization. Managing interpersonal and intergroup conflict. Effective conflict management techniques; bargaining; Third party intervention.

References :

1. Mainiero, L.A. & Tomely, C.L, Developing Managerial skills in Organisational Behaviour; Prentice Hall of India, 1995.
3. Greenberg & Baron, Behaviour in Organisation, Prentice Hall of India , 2011.
4. Baron R.A. & Byrne, O, Social Psychology, Prentice Hall of India.
5. Kreitner & Kinicki, Organizational Behaviour, McGraw Hill International Ed.
6. Moorhead & Griffi, Organizational Behaviour; Managing, People in Organization. AITBS, 1999.
7. Newstrom & Davis , Organizational Behaviour; Human at Work. TATA McGraw Hill, 1999.
8. Robbins.S.P, Judge.Timothy and Vohra Organizational Behaviour, Prentice Hall, 2000.
9. Vidya Bhushan and Introduction to Sociology, Kitab Mehal. Sachdeva
10. Forsych, Group Processes, Cenage Learning.
11. R.S Diwedi, Human Relations and Organisation Behaviour, MacMillan.
12. McShane Vanglow, O.B. , Tata Mcgraw Hill.

MBAHR-204 :Compensation Management

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course Objective : To familiarise the students with basic concepts, methods, techniques and principles of wage and salary administration in India.

Course Contents:

Unit-I: Introduction: Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.

Unit-II: Wage determination: Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials, Internal and External Equity in Reward Management.

Unit-III: Compensation Packages: Different Components of Compensation Package, compensation design for specific type of Human Resources. Modern Techniques of Compensation: Incentive Schemes and Payment –By-Results (PBR), Tax Planning: Tax Implication of Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy.

Unit-IV: Wage administration in India: Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, Statutory provision related to compensation. Emerging trends of compensation management in multinational companies, Challenges of compensation management at international level.

References:

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH
3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
4. Compensation Management in a Knowledge based world, Henderson, 10th edition, Pearson Education.
5. Anderson, 10th edition, Pearson Education
6. Compensation Management, Er Soni Shyam Singh, Excel Books.
7. Compensation Management, Dr. Sakshi Vasudeva, Galgotia Publishing company.

MBAHR-205: Human Resource Development

Max. Marks 100

External: 80

Internal: 20

Time: 3 Hrs

Note: The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

Course objective: The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD.

Course Contents:

Unit-I: HRD: concept, objectives, pre-requisites, outcomes and challenges of future HRD professionals; HRD as a total system; HRD climate- essential ingredients of HRD climate; Role of chief executives, line managers and HRD managers in developing human resources; Roles & competency requirements of HRD professionals; pre-requisites for HRD professionals.

Unit-II: Planning & organizing HRD system; Principles in designing HRD system; Developing HRD strategies; Framework of HR- strategic framework approach, integrated framework approach, human capital appraisal approach, HRD scorecard approach, D-CMM approach.

Unit-III: HRD subsystem- performance management, training & development, career planning, succession planning, feedback & performance coaching, potential appraisal & promotion, employee welfare & quality of work-life; self-renewal & institution building.

Unit-IV: HRD for workers, HRD for other special groups, HRD approach for coping with organizational challenges; HRD intervention strategies; Future of HRD in India.

References:

1. T.V. Rao: Readings in HRD, MacMillan Publishing House , India.
2. T.V. Rao and D.F. Pereira : Recent Experiences in HRD, Oxford Publications.
3. T.V. Rao et al. : Alternative Approaches and Strategies of HRD.
4. Udai Pareek & J.V. Rao : Designing and Managing Human Resource System, Tata McGraw hill, New Delhi, 1992.
5. Edwin Flippo : Personnel Management, TMH
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