MBA-PT COURSE STRUCTURE (Five Semesters) w.e.f 2010-11.

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<th>Sl No.</th>
<th>Code</th>
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<td>CP</td>
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FOURTH SEMESTER

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OBJECTIVE:
The objective of the course is to introduce management concepts and process with a focus on leadership and human behaviour in Organizations.

Unit - 1

Unit - II

Unit – III

Unit - IV
Organisational Behaviour – Emergence of OB – personality, values and attitudes – Learning and perception – Individual and Group Behaviour – Elton Mayo theory – Behavioural characteristics

Unit - V

Suggested readings:
5. Harold Koontz Y & Henz Wellhrich : Management;
7. L.A. Allen; Management and Organisation;
8. Newman & summer: The process of Management
9. Robbins SP, Organisational Behaviour;
OBJECTIVE:
The main objective of this course is to make the students familiar with the statistical and
mathematical techniques and their applications in business decision making.

UNIT - I:
Functions, Linear, quadratic, Logarithmic and exponential functions - Permutations and combinations - Matrices -
Solving system of equations with matrix methods - Differentiation and integration of simple functions and their
applications.

UNIT - II:
Measures of central tendency - measures of dispersion - simple correlation and regression
analysis - concept and applications of multiple regression.

UNIT - III:
"Concept of probability - Probability rule's - Joint and Marginal probability - Baye's theorem -Probability
distributions - Binomial, Poisson, Normal and Exponential Probability distributions.

UNIT - IV:
Sampling - Sampling distributions - Estimation - point and interval estimates of averages and proportions of small
and large samples - concepts of testing hypothesis - one sample tests for testing mean and proportion of large
and small samples.

UNIT - V:
Tests of two samples - tests of difference between mean and proportions of small and large
samples - Chi-square test of independence and goodness of fit - Analysis of variance.

SUGGESTED READINGS:
1. Levin and Rubin, Statistics for Management, Prentice Hall of India
2. Levin, Krehbiel and Berenson, Business Statistics.: A first course, Pearson Education
   Asia.
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age
   (International) Pvt.Ltd.
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishers,
   Mumbai.
9. N.D. Vohra, Ramjas College of University of Delhi, Quantitative Techniques in
   Management, Tata McGraw Hill
10. Gupta & Khanna, Quantitative Techniques for Decision Making, PHI.
103 - BUSINESS ENVIRONMENT

OBJECTIVE:
The objective of the course is to familiarize with the Business Environment both at national and international level that will influence managerial decisions.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
External Sector: India’s foreign Trade – Trade composition, Trade Blocks – foreign Capital and Collaborations – India’s External Debt.

UNIT-V

SUGGESTED READINGS:
1. K.V. Sivayya & V.B.M. Das: Indian Industrial Economy; Sultan Chand Publications.
3. Economic Survey, Government of India (Latest issue);
4. Wadhva, Charan D, some problems of India’s Economic Policy, TMH, ND;
5. Khan M.Y., Indian Financial Systems; Theory and Practice;
10. Aswathappa, Business Environment.
OBJECTIVE
The Objective of the course is to impart skills of principles and techniques of Accounting for Management.

UNIT-I

UNIT-II

UNIT-III

UNIT -IV

UNIT-V
Budgeting and Budgetary Control: Types of Budgets - Preparation of Budgets - Production Budget - Sales Budget - Cash Budget - Flexible Budget - Performance Budgeting - Zero Based Budgeting.

SUGGESTED READINGS:
1. Horngren, Charles T., Introduction to Management Accounting, PHI, NJ;
2. Maheswari SNN, Management Accounting and Financial Control, Mahavir Book Depot, Delhi;
3. Robert S. Kaplan and Anthony A. Atkinson: Advanced Management Accounting (PHI), New Delhi;
5. Khan and Jain, Management Accounting.
7. Ravi M.Kishore, Advanced Management Accounting, Taxmann's Publications.
8. Sumith Jain, Management Accounting, Taxmann's Publications.
10. Bhattacharya, Financial Accounting for Business Managers, PHI
OBJECTIVE:
Objective of the course is to introduce basic concepts and techniques of Managerial Economics and comprehend student with vital decisions of business.

UNIT - I

UNIT - II
Theory of Production - Production function - Isoquant Curves - Law of Returns - Production Function and Return to scale - Optimum combination of Inputs - Cost-output relationships.

UNIT - III
Market Structure & Competition - Perfect Competition - Oligopoly - Duopoly - Monopoly and Monopolistic competition - Price output under different market structures - Pricing and Pricing objectives and methods.

UNIT - IV

UNIT - V

SUGGESTED READINGS:
1. Dean Joel, Managerial Economics, PHI, New Delhi;
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi;
4. Wildsmith JR, Managerial Theories of the Firm (Martin - Robertson);
5. K.K. Seo, Managerial Economics, Richard D. Irwin Inc.
7. Maheswari, Managerial Economics, PHI.
8. Peterson and Louis, Managerial Economics, PHI.
OBJECTIVES:
The objective of the course is to acquaint the student with the various methods and practices of Human Resource Management.

UNIT-I:
HRM - Meaning and Definition - Scope Objectives and Significance – Functions - Challenges and Changing role of HR in the Globalised Environment.

UNIT-II:

UNIT-III:

UNIT-IV:
Industrial Relations (IR) Significance - Factors affecting IR - Industrial Disputes - Causes and Consequences - Prevention and settlement of Disputes - Technology and IR.

UNIT-V:
Employees Participation in Management - Significance - Schemes of Participation – Collective Bargaining - Methods and Process - Prerequisites - Productivity - Bargaining – Research in HRM.

SUGGESTED READINGS:
5. Gary Dessler, Human Resource Management, Pearson Education, Delhi
OBJECTIVE:
Objective of the course is to introduce concepts and techniques of marketing and acquaint
student with the strategies of Marketing.

UNIT -I
Marketing and its Applications : Introduction to Marketing - Marketing In a Developing
Economy, Role of marketing in organization - Trends in Marketing – Marketing Management

Unit-II
Marketing Research and Understanding Customers : Marketing Research and Its Applications -
Determinants of consumer Behaviour - Indian Consumer Characteristics - Market
Segmentation

UNIT-III
Product Management: -Product Decisions and Strategies.- Product Mix - Product Life Cycle and

UNIT -IV
Promotion Strategy : - Marketing Communications - Advertising and Publicity - Personal
Selling and Sales Promotion. Distribution Strategy - Channels of Distribution - Selection of
Channel Members.

UNIT -V
Cheques, Credit cards, Smart cards & Debit cards.

SUGGESTED READINGS :
1. Philip Kotler; Marketing Management - Analysis, Planning and Control; Pearson/PHI
   Hill Publishing Company Limited,
6. J.C. Gandhi; Marketing - A Managerial Approach; Tata McGraw Hill
7. Ramaswamy &Narikumar; Marketing Management in the Indian Context; Macmillan India.
   Biztantra, An Imprint of Dreamtech Press.
   Dreamtech Press.
    Company Limited.
OBJECTIVE:
The Objective of the course is to introduce the concepts, tools and techniques of financial management and enable the students to understand the finance function;

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

SUGGESTED READINGS:
8. I.M. Pandey, Financial Management.
10. Gittmen, Managerial Finance.
OBJECTIVE:

Objective of the course is to acquaint the students with decision making skills in Planning, Scheduling and Control of Production and Operation Functions in Manufacturing and Service Sector.

UNIT - I
Introduction: Nature and scope of production and operations management - Historical Evolution - Types of manufacturing systems - Differences between manufacturing and service operations - Role of production and operations managers.

UNIT - II
Production Planning and Control: Stages in PPC - Gantt Chart - PPC in Mass, Batch, and Job order manufacturing - Aggregate Planning - Maintenance Management - Industrial Safety.

UNIT - III
Plant location: Facility location and layout planning - Types of layouts - Material handling equipments - Material handling principles - Models used in layout designs.

UNIT - IV

UNIT - V

SUGGESTED READINGS:
2. S.N. Chary, Production and Operation's Management.
Objective:

to equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit-I


Unit – II


Unit-III

Managing Motivation to Influence Interpersonal Communication - Inter-Personal Perception - Role of Emotion in Inter Personal Communication- Communication Styles -Barriers of Communication - Gateways to Effective Interpersonal Communication

Unit-IV

Business Writing Skills - Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations - Meetings, Telephone Communication - Use of Technology in Business Communication, E-mail Messages.

Unit-V:


Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdorh, Delhi
OBJECTIVE:
Objective of the course is to equip the student with the ability of integrating all functional areas of Management and understand the process of strategic management to formulate long term strategies.

UNIT-I
Business Policy and Strategic Management - Vision, Mission Objectives - Company Vision and Ethics and Social Responsibility - Strategic Planning in India in the Open Regime Case Study.

UNIT-II

UNIT-III
Strategy Formulation - Types of Strategies - Corporate level, Business level and functional level strategies - SBUs.

UNIT-IV

UNIT-V
Strategic Evaluation and Control: Importance, process of evaluation and control, techniques of control, Information and Feedback, Corrective Action.

SUGGESTED READINGS:
5. Michel Porter: Competitive Advantage.
7. Nanjundaiah: Strategic Planning and Business Policy;
8. Ghosh P.K: Business Policy and Strategic Planning;
**OBJECTIVE:**
The course is designed to make the students familiar with principles and techniques of O.R. and their applications in decision making. They are also expected to use software packages.

**UNIT – I**

**Unit – II**
Transportation problem – Assignment problem – Non Linear programming model formulation Graphical method of solving simple problem – Goal programming

**Unit – III**
Dynamic programming – applications of D.P. (Capital Budgeting, production planning, solving linear programming problem) – Integer programming – Branch and bound method – Cutting plane method

**Unit – IV**
Game Theory – Two person zero sum games – pure strategies – Mixed strategies – dominance principle – graphic and algebraic method – Linear programming approach – Queuing theory – M/M/I and M/M/C Models

**Unit-V**

**SUGGESTED READINGS:**
2. Sarma S.D. Operations Research
4. S.Kalavathy, operations Research, Vikad Publishers
5. Musafi, Operations Research, New age international
6. P.Gopalakrishnan and V.E. Ramana Moorth y, project management, Mcmillan India ltd.
7. J.K. Sarma Operations Research, problems and solutions Macmillan India ltd
9. N.D. Vohar, Quantitative techniques for management.
Objective:
Objective of this course is to acquaint the student with the dynamics of international business with a focus on emerging opportunities in global market.

UNIT - I
International Business: Significance, Free Trade Vs Protection, emerging trends, Trade Vs Non-Trade Barriers, Theories of International Trade.

UNIT - II
Balance of Payments, Concept, disequilibrium in B.O.P, Structural, cyclical and monetary disequilibrium, methods of correction.

UNIT - III
Foreign Exchange markets: Foreign Exchange market mechanism, exchange rate determination, convertibility of rupee and its implications, Management of Foreign Exchange reserves - ADRs, GDRs and Euro Currency.

UNIT - IV:
Export-Import policy - Export Promotion Zones, Special Economic Zones, Export incentives.

UNIT - V:
International liquidity: Problems of liquidity, role of IMF and IBRD in managing international liquidity problems.

SUGGESTED READINGS:
404: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objective:
The objective of this course is to expose the students to subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

UNIT-1
Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneur; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

UNIT – II
Role Of Government; Role of IDBI, NIESBUD, SISI, pit Financial Commercial Banks. Entrepreneurial Development Institutes, Universities and other Institutions Offering Entrepreneurial Development Programme.

UNIT- III:

UNIT – IV
Women Entrepreneurship - Role & Importance Profile Women. Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurs Development in India.

UNIT – V
Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

Suggested Books:
1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Bairaj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spihelli, New Venture Creation:Entrepreneurship for 21st Century, TMH,ND
5. Tabarrok - Entrepreneurial Economics, Oxford University Press.
   Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House
OBJECTIVE:
The objective of this course is to develop an understanding about consumer behaviour, characteristics and purchase decision making process and customer relations.

UNIT-I

UNIT-II

UNIT-III

UNIT -IV

UNIT -V

SUGGESTED READINGS:
4. Leon G. Schiffman & Leslie Laer Kanuk : Consumer Behaviour; PHI
5. Berkman, Harold, W &. Gilson : Consumer Behaviour, Concepts and Strategies:
6. Wollie, W.L. : Consumer Behaviour;
8. Luck, David J.'And Ronald S. Kubiri; Marketing "Research";
OBJECTIVE: The Objectives of the course is to develop insights into emerging trends in Services Marketing and to develop distinctive managerial skills in Services Marketing and Customer Relationship Management.

UNIT I
importance of services marketing - Service characteristics - Reasons for growth of services sector - Services sector in India.

UNIT II
Consumer Behaviour in services - Consumer Operations and purchase decision process - Market segmentation and targeting, Service Strategy - Services Triangle - Services marketing mix - Service product design and strategies - The basic service package - CVH - Service flower - New Service development - Service differentiation - Service branding.

UNIT III
Service quality management - Quality determinants - Managerial framework - Gap model of service quality - Total quality services marketing - Pricing of services - Objectives and strategies - Service distribution - Physical evidence - type of service scapes - Physical evidence strategy - demand and capacity management of services.

UNIT IV
Internal marketing - Importance and objectives - Role of service employee - Internal marketing strategies; External marketing - Promotional mix - Promotional Campaign design - Interactive marketing - Moments of truth - Interaction process - Customer Participation strategies - Service deficiencies and recovery strategies

UNIT V
Importance of Customer Relationship Management (CRM) Managerial framework for customer relationships - Selection of Customers - CRM Goals - Operational process - eCRM - Applications - Types - Criteria for software selection - Limitations.

SUGGESTED READINGS:
1. K. Rama Mohana Rao, Services Marketing, Pearson Education (Asia)
5. Ravi Shankar : Services marketing, Tata
OBJECTIVE:
Objective is to provide exposure to persuasive tools of marketing communication with special emphasis on Advertising and Branding as basis for market promotion.

Unit I:

Unit II:

Unit III:

Unit IV:

Unit V:
(Case Studies are Compulsory)

Suggested Books:
1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson Education.
M-504 : SALES AND RETAIL MANAGEMENT

OBJECTIVE:
Objective of this course is to acquaint the students with theory and practice of management of Retail and Sales Operations.

UNIT I

UNIT II
Store Management - Store layout Design - Visual merchandising - Motivating and Managing Store Employees - Retail Promotional mix.

UNIT III
Introduction to Sales Management - Formulating Personal Selling Strategy - Organisation of Sales Department – inter Departmental Relations - Trends in Sales Management

UNIT IV
Controlling the sales effort - Sales Budgets, Quotas, Sales Territories - Sales Control Research - Sales Audit - Sales Cost Analysis.

UNIT V

SUGGESTED READINGS:
1. Still, Cundiff & Govoni, Sales Management; Decisions, Strategies & Cases, PHI, ND;
2. Johnson, Kurtz & Schewing, Sales Management, MGH;
4. WH Bolen, Advertising, J. Willkeys & Sons;
   Sandage & Fryburger : Advertising, Theory & Practice, Richard D. Irwn
F-501: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

OBJECTIVE:
Objective of this course is to acquaint the student with various concepts of investment, risk assessment and Management of Portfolios.

UNIT - I:

UNIT - II

UNIT- III:

UNIT - IV:

UNIT - V:
Portfolio Evaluation and Revision - Planning and Implementation - Sharpe - Treynor's Jensen Performance Indices - Evaluation of mutual funds performance – Portfolio Revision

Suggested Readings:
1. Donald E.fischer, Ronald J.Jordan, Security analysis and Portfolio Management; Printice Hall of India
4. E.J.eiton and M.J.Grober, Modern Portfolio Theory and Investment analysis Jobs Wikey & Sons
5. Prasanna Chandra, Security analysis and portfolio Management, Himalaya publishers
6. V.A. Avadhani,Security Analysis and Portfolio Management , Himalaya publishers,
7. V.K.Bhalla, Investment Management S.Chand publishers
OBJECTIVE:
The objective of the course is to acquaint the students with the overview and insights of Financial Markets and Emerging Trends in respect of derivatives.

UNIT - I:
Structure of Financial System - Financial system and Economic Development - Problems of capital formation in underdeveloped countries - Financial institutions and Economic Development - Role of All India and State Level Financial Institutions such as IFIC, IDBI, SFC.

UNIT - II:

UNIT - III
Introduction to Financial Derivatives - Forward Contracts - Future Contracts - Other Derivative securities - Types of Traders. Future markets and the use of Futures for Hedging; Forward and Future Prices; Interest Rate Futures.

UNIT - IV:
Options Markets : Properties of stock option prices; Trading Strategies involving options Black Scholes option model : Binomial Model; Option on stock Indices - Currencies Of Futures.

UNIT - V:

SUGGESTED READINGS:
1. L.M. Bhole. Financial Institutions and Markets Houghton, Financial Intermediaries.: An Introduction
2. Avadhani, V.A., Studies in Indian Financial System
8. H.R. Machiraju, Merchant Banking, New Age International
F-503 STRATEGIC FINANCIAL MANAGEMENT

OBJECTIVE:
Objective of this course is to provide the student with the tools of Strategic Financial Management and equip with the current trends in financial management strategies covering Investment, Merger, Takeover and Restructuring Strategies.

UNIT - I:

UNIT- II:

UNIT - III:

UNIT- IV:

UNIT – V
Distress Restructuring Strategy - Causes of Corporate failure - Turnaround strategies Voluntary liquidation or Sell Offs - Spin Offs - Leveraged Buyouts,

SUGGESTED READINGS:
1. JC VanHorn, Financial Management and Policy,
2. Prasanna Chandra, Financial Management Theory and Practice,
3. VK Bhalla, Financial Management and Policy,
4. MY Khan and Jain, Financial Management,
5. PN Khandawalla, Corporate Turnarounds,
F-504: MANAGEMENT OF FINANCIAL SERVICES

OBJECTIVE:
The objective of this course is to provide the concepts and tools of different financial services and equip with the services of different financial institutions.

UNIT - I:

UNIT - II:
Merchant Bankers and Issue management - role of merchant bankers in the pre-issue and post-issue, activities. Responsibilities of Merchant Bankers - Underwriting of brokerage - meaning, statutory provision and guidelines relating to underwriting and brokerage. Underwriting Activity in India.

UNIT - III:
Venture capital - Growth of venture capital in India - Financing pattern under venture capital Legal aspects and guidelines for venture capital. Leasing Vs Hire Purchase - Types of leases NBFCs - Regulatory Framework - Consumer credit.

UNIT - IV:
Credit Rating - meaning, functions of debt rating agencies, debt rating system of CRISIL, ICRA and CARE. Factoring and Forfeiting and Bill Discounting - Factoring Vs. Bills discounting, types of factoring arrangements, factoring in the India context - Bill markets in India, Bill Market schemes and Bill Rediscounting scheme. Debt securitisation, De-mat services.

UNIT - V:
Mutual Funds - concept and objectives, functional and portfolio classification, organisation and management, guidelines for mutual funds, working of public and private mutual funds in India.

Suggested Readings:
2. Edmirtister R.D., Financial Institution, Markets and Management.
3. Varma J.C., A manual of Merchant Banking
4. Westlake. M., Factoring
5. I.M. Bhole., Financial Institutions and Market
9. V.A.Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
OBJECTIVE:
The objective of the course is to familiarize the students with Human Resource Planning, HRD strategies, HRD experiences and main issues in HRD.

UNIT - I

UNIT - II

UNIT - III

UNIT - IV

UNIT - V
Main Issues in HRD: HRD Culture and Climate - HRD for Workers - HRD/OD Approach to IR - Organizing for HRD - Emerging Trends and Perspectives.

SUGGESTED READINGS:
1. Arun Monappa; Personnel Management;
6. Bell DJ, Planning Corporate’ Manpower, Longman;
OBJECTIVE:
The objective of the course is to enable the students to understand the industrial relations dimensions and present scenario.

UNIT - I:
Industrial Relations: Scope and Significance - causes and consequences of industrial disputes - Recent trends in Industrial Relations.

UNIT - II:
Trade Unions: Trade union Structure and movement in India - Trade Union Leadership - Changing role in the context of liberalization - Trade Union Act, 1926 - Employers’ organisations.

UNIT-III:

UNIT - IV:
Grievances and Discipline: Grievances Redressal machinery - Discipline in industry -Measures for dealing with indiscipline.

UNIT - V:
Collective Bargaining (CB) - Prerequisites - CB practices In India - Participative Management Forms and Levels - Schemes of workers’ participation in management in India.

SUGGESTED READINGS:
3. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations, New Delhi, Oxford University Press.
OBJECTIVES:
The objective of the course is to familiarize the student with the methods and schemes of compensation and welfare of employees.

UNIT-I:

UNIT -II:
Fringe benefits - Concept and Significance - Wage incentives and schemes - Productivity linked incentives - Payment of bonus.

UNIT-III:
Employee Welfare--Significance - Welfare Policy and Philosophy - Welfare measures - Statutory and non-statutory Measures

UNIT-IV

Unit – V

SUGGESTED READINGS:
H-504 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE :
The objective of the course is to enable student to gain the International HRM perspective.

UNIT - I:

UNIT - II
HR policies and practices at Global levels ; cross - national differences - cross cultural influences - International Recruitment-anti Selection processes, methods and criteria - Difficulties encountered.

UNIT- III: -
HRD in the international context - Expatriate Training - Content and Methods of Training - Developing Global Managers.

UNIT - IV :

UNIT - V :
Industrial Relations at Global Level : IR scenario in global organisations - IR policies and practices Legal Framework - TUs at international level.

SUGGESTED READINGS :
3. Peter J. Dowling et.al, International HRM,
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Code  Second Year (SINGLE SPLN)

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202  Operations Research                  100
203  International Business              100
204  Entrepreneurship and Small Business  100

MARKETING MANAGEMENT

A205 Consumer Behaviour and Marketing  100
A206 Services Marketing and CRM         too
A207 Advertising and Brand Management   100
A208 Sales and Retail Management        100

FINANCIAL MANAGEMENT

8205 Security Analysis and Portfolio    100
8206 Financial Markets and Derivatives  100
8207 Strategic Financial Management     too
8208 Management of Financial Services   100

HUMAN RESOURCE MANAGEMENT

C205 Human Resource Planning and        100
C206 Industrial Relations               100
C207 Employee Compensation and Welfare Mgt.  100
C208 International Human Resource      100
209  Project Work                       100
210  Viva-Voce                          100

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