

**MBA-PT COURSE STRUCTURE (Five Semesters) wef 2010-11.**

Sl No.		Code	FIRST SEMESTER	Internal	term-End	Total	Hrs/Wk	Credit
1	CP	101	Management Process and Behaviour	30	70	100	4	4
2	CP	102	Quantitative Techniques for Managerial Decisions	30	70	100	4	4
3	CP	103	Business Environment	30	70	100	4	4
4	CP	104	Accounting for Management	30	70	100	4	4
5	CP	105	Managerial Economics	30	70	100	4	4
			<b>SECOND SEMESTER</b>					
6	CP	201	Human Resource Management	30	70	100	4	4
7	CP	202	Marketing Management	30	70	100	4	4
8	CP	203	Financial Management	30	70	100	4	4
9	CP	204	Operations Management	30	70	100	4	4
10	CP	205	Managerial Communications	30	70	100	4	4
			<b>THIRD SEMESTER</b>					
11&12		301 & 302	Internship Project Work and Presentation			200		8
			<b>FOURTH SEMESTER</b>					
13	CP	401	Business Policy and Strategic Management	30	70	100	4	4
14	CP	402	Operations Research	30	70	100	4	4
15	CP	403	International Business	30	70	100	4	4
16	CP	404	Entrepreneurship and Small Business Management	30	70	100	4	4
			<b>FIFTH SEMESTER</b>					
			<b>MARKETING MANAGEMENT</b>					
17		M-501	Consumer Behaviour and Marketing Research	30	70	100	4	4
18		M-502	Services Marketing and CRM	30	70	100	4	4
19		M-503	Advertising and Brand Management	30	70	100	4	4
20		M-504	Sales and Retail Management	30	70	100	4	4
			<b>FINANCIAL MANAGEMENT</b>					1
17		F-501	Security Analysis and Portfolio Management	30	70	100	4	4
18		F-502	Financial Markets and Derivatives	30	70	100	4	4
19		F-503	Strategic Financial Management	30	70	100	4	4
20		F-504	Management of Financial Services	30	70	100	4	4
			<b>HUMAN RESOURCE MANAGEMENT....</b>					
17		H-501	Human Resource Planning and Development	30	70	100	4	4
18		H-502	Industrial Relations	30	70	100	4	4
19		H-503	Employee Compensation and Welfare Mgt.	30	70	100	4	4
20		H-504	International Human Resource Management	30	70	100	4	4
21		505	Comprehensive Viva-Voce			100		4
			<b>GRAND TOTAL</b>			2100		84

**MBA- PT - FIVE SEMESTER PROGRAMME wef 2010-11  
FIRST SEMESTER**

**101 - MANAGEMENT PROCESS AND BEHAVIOUR**

**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**

Management – Definition, Scope and Importance – principles of Management – functions of Management – Systems Approach to Management – Business Ethics, Corporate governance and Social Responsibility

**Unit - II**

Planning – Nature purpose, Steps in planning – Management by Objectives – planning premises – process of Decision Making – Decision Tree Analysis – Co-ordination

**Unit – III**

Organizing – principles of organization – Span of Control – Delegation and decentralization – empowerment – Line and Staff relations – directing – Leadership Styles – Motivation Theories Maslow, Herzberg, Vroom – Managerial Communication – Communication Styles – Models of Interpersonal Communication, Johari Window – transaction Analysis – process of control.

**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**

Organisational change and Development – Change process – OD interventions – organizational conflicts – Organisational culture – organizational Effectiveness.

**Suggested readings:**

1. Mirza, S.Salyadain, “Organisational Behaviour”, Tata McGraw Hill Publishing company Limited, New Delhi, 2003
- 2.Fled Luthans, “Organisational Behaviour” McGraw Hill education (Asia) 2005
- 3, Steven L McShane and Mary Ann Vou glinow, “Organisational Behaviour” Tata McGraw Hill Publishing company Limited, New Delhi, 2003
4. Angelo Kinchi and Robert Kreitner Organisational Behaviour – concepts Skills and Practices , Tata McGraw Hill Publishing company Limited, New Delhi, 2003
5. Harold Koontz Y & Henz Wellhrich : Management;
6. James A.F.Sroner & R.Edward freedman : Management
7. L.A. Allen; Management and Organisation;
8. Newman & summer: The process of Management
9. Robbins SP, Organisational Behaviour;
10. Fiedler F.E.. Theory of Leadership of Effectiveness.

## 102 - QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

### 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.
3. K.V. Sivayya and K.Satya Rao, Business Mathematics.
4. Zameeruddin, Khanna and Bhambri, "Business Mathematics, Vikas Publishing House.
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age (International) Pvt.Ltd.
6. Amir D. Aezel &, Sounderpaftdian, Business Statistics, Tata McGraw Hill.
7. C.R. Kothari, Quantitative Techniques, Vikas Publishers.
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

Business Environment : Concepts of significance - Economic Environment of Business - Socio-Cultural and Political - Legal Environment - Changing Role of Government - International Business Environment and WTO.

### UNIT- II

Structure of the Indian Economy : Structural Dimensions of Indian Economy - Structure of Indian Industry - Public Sector in India - Private Sector in India - Privatization and disinvestment - Small Scale Sector in India - Sickness in-Indian Industry.

### UNIT-III

Planning and Policies : Planning Goals and Strategies - Evolution of Industrial Policy - Regulatory and Promotional Framework.

### UNIT-IV

External Sector: India's foreign Trade – Trade composition, Trade Blocks – foreign Capital and Collaborations – India's . External Debt.

### UNIT-V

Economic Reforms Since 1991 .-Industrial Policy of 1991 - Economic Reforms; Liberalisation, Globalisation and Privatisation - Financial Sector Reforms - Fiscal Sector Reforms - Economic Reforms and Social Justice.

### SUGGESTED READINGS :

1. K.V. Sivayya & V.B.M. Das : Indian Industrial Economy; Sultan Chand Publications.
2. Agarwal ANN, Emergent Dimensions in Indian Environment, Asia Publishing House, Delhi
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;
6. M. Adhikar : Economic Environment & Business Environment;
7. A. Das Gupta & N.K. Sen Gupta : Government and Business;
8. D. Amarchang : Government and Business.
9. Sharma, S.D., Business Environment and Global Challenges, (Crown Size), 1998 256pp.
10. Aswathappa, Business Environment.

## 104 - ACCOUNTING FOR MANAGEMENT

### OBJECTIVE

The Objective of the course is to impart skills of principles and techniques of Accounting for Management.

### UNIT-I

Accounting Framework : Accounting Concepts and GAAP - Accounting cycle - Journal - Ledger  
- Trail Balance - Managerial Applications of Accounting Information.

### UNIT-II

Understanding Financial Statements : Construction and Analysis of Profit and Loss Account -  
construction and Analysis of Balance Sheet - Common size and Comparative Balance Sheet.

### UNIT-III

Cost Management Construction of Cost Sheet - Direct Costing and Indirect Costing -Absorption and Marginal Costing -  
Cost- Volume-Profit Analysis - Relevant Range - Breakeven analysis.

### UNIT -IV

Cost Analysis for Decision Making : Standard costing and variance analysis - Differential Cost  
Analysis - Shut Down Cost Analysis.

### 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. Rober S. Kaplan and Anthony A. Atkinson : Advanced Management Accounting (PHI), New Delhi;
4. Bhatatosh Banarjee; Financial Policy and Management Accounting The World Press, Calcutta.
5. Khan and Jain, Management Accounting.
6. Ramachandran & Kakani, Financial Accounting for Management, Tata McGraw Hill.
7. Ravi M.Kishore, Advanced Management Accounting. Taxmann's Publications.
8. Sumith Jain, Management Accounting, Taxmann's Publications.
9. Colin Drudry, Management and Cost Accounting, Taxmann Publications.
10. Bhattacharya, Financial Accounting for Business Managers, PHI

## 105 - MANAGERIAL ECONOMICS

### 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

Concepts and Techniques : Introduction to Managerial Economics - Nature and Scope -Demand - Law of Demand - Demand Function - Elasticity of Demand - Determinants of Demand - Demand Forecasting - Theory of Marginal Utility - Indifference Curve Analysis.

### 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

The Firm in Theory and Practice : Economic Theory of Firm - The Behavioural Theory of the Firm - Managerial Theories of the Firm - Profit - Objectives of Profit - Profit maximization Vs. Wealth maximization.

### UNIT -V

Business cycles - Money supply - fiscal policy - Monetary Policy - Inflation.

### SUGGESTED READINGS :

1. Dean Joel, Managerial Economics, PHI, New Delhi;
2. Douglas Evan J, Managerial Economics, Theory, Practice & Problems; PHF, New Delhi;
3. Mote, V.C. Samuel Paul and GS Gupta',-Managerial Economics - Concepts & Cases, TMH;
4. Wildsmith JR, Managerial Theories of the Firm (Martin - Robertson);
5. K.K. Seo, Managerial Economics, Richard D. Irwin Inc.
6. I.C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases - Sultan Chand, New Delhi.
7. Maheswari, Managerial Economics, PHI.
8. Peterson and Louis, Managerial Economics, PHI.

201 - HUMAN RESOURCE MANAGEMENT

**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 :**

HR Planning and Development : Significance - Sources of Recruitment, Selection Process, Training and Development - Performance Appraisal - Techniques - Limitations.

**UNIT -III:**

Compensation and Benefits : Wage Concepts - Principles of Wage administration - Wage fixation - Wage Payment - Employee Incentives and Benefits, Quality Circles.

**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 :**

1. HJohft Bernardiii, "Human Resource Management - An empirical Approach", Tata McGraw Hill Publishing Company Ltd., 2003.
- 2. Shashi K. Gupta and Rosy Joshi, "Human Resource Management", Kalyani Publishers, India, Second Revised and Enlarged Edition, 2004.
3. K. Aswathappa, "Human Resource and Personnel Management - Text and Cases", Tata McGraw Hill Publishing Company Limited, New Delhi, 3<sup>rd</sup> Ed., 2005.
4. Raymond A Noe, Hollenbeck, Gerhart and Wright, "Fundamentals of Human Resource Management", McGraw Hill Publishing Co. Ltd., 2004.
5. Gary Dessler, Human Resource Management, Pearson Education, Delhi
6. David a. Decenzo and Stephen P. Robbins, Human Resource Management, John wiley & sons, New York.
7. Ian Beardwell and Len Holdeti, Human Resource Management, MacMillan, New Delhi.
8. Venkata Ratnam, C.S. and Srivastava B.K., Personnel/Human Resource Management, Tata McGraw Hill, New Delhi.
9. Mir'za S.Saiyadan, Human Resource Management, Tata McGraw Hill, New Delhi.
10. Satya Raju, R., Human Resource Response to New Corporate Initiatives, National Institute Of Personnel Management, Calcutta.

## 202 - MARKETING MANAGEMENT

### 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 Process - Marketing Environment.

### 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 New Product Development - Branding and Packing Decisions- Pricing Policies and Practices.

### 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

Online Marketing: Business Models- B2B, B2C & C2C. On-line payment systems- E-Cash E-Cheques, Credit cards, Smart cards & Debit cards.

### SUGGESTED READINGS :

1. Philip Kotler; Marketing Management - Analysis, Planning and Control; Pearson/PHI
2. Stanton WJ : Fundamentals of Marketing, McGraw Hill Publications.
3. Michael J. Etzel, Bruce J. Walker and William J. Stanton, "Marketing", Tata McGraw Hill Publishing Company Limited,
4. William D. Perreault, Jr. and E. Terome McCarthy, "Basic Marketing - A Global Managerial Approach", Tata McGraw Hill Publishing Company Limited
5. Rajan Saxena, "Marketing Management", Tata McGraw Hill Publishing Company Limited.
6. J.C. Gandhi; Marketing - A Managerial Approach; Tata McGraw Hill
7. Ramaswamy & Namkumar; Marketing Management in the Indian Context; Macmillan India.
8. William .M. Pride and O.C. Ferrell, "Marketing - Concepts and Strategies", Biztantra, An Imprint of Dreamtech Press,
9. Joel, R. Evans and Borry Berman, "Marketing in the 21<sup>st</sup> Century, "Biztantra, An Imprinting of Dreamtech Press.
10. Bearden, Marketing : Principles.& Perspectives, Tata McGraw Hill Publishing Company Limited.



## 203 - FINANCIAL MANAGEMENT

### 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

Introduction to Financial Management : Meaning, Nature and Scope of Finance Function -Objectives of Financial Management - Profit Maximisation Vs Wealth Maximisation - Role of a Finance "Manager - Methods and sources of Short-term and Long-term Finance.

### UNIT -II

Financial Statement Analysis : Understanding Basic Financial Statements - Ratio Analysis -Funds Flow Analysis - Cash Flow Analysis - BEP.

### UNIT-III

Investment Decisions - Cost of Capital - Computation of WACC - Capital. Budgeting Process Techniques of Capital Budgeting - Traditional and DCF Techniques of Investment Appraisal-C/B under Risk and Uncertainty.

### UNIT-IV

Financing Decision - Financial leverage - Operating leverage - EBIT - EPS Analysis - Capital Structure Planning - Theories of Capital Structure - Dividend policy - Models of Dividend Policy - Practice - Bonus shares - Rights Issue.

### UNIT -V

Working Capital Management - Concepts and Approaches of Working Capital Determinants of Working Capital - Management of Current Assets - Cash - Receivables - Inventory.

### SUGGESTED READINGS :

- 1.Vyuptakesh Sharafi, "Fundamentals of Financial Management", Pearson Education (Singapore) Pte. Ltd., 2005.
- 2.M.Y.Khan and P.K. Jain, "Financial Management Text, Problems and Cases", Tata McGraw Hill Publishing company Limited, New Delhi, 2004.
3. I.M. Pandey, " Financial Management", Vikas Publishing House Pvt. Ltd. 9<sup>th</sup> ed., 2005
4. Prasanna Chandra, "Financial' Management Theory and Practice", Tata McGraw Hill Publishing Company Limited, New Delhi, 6<sup>th</sup> ed., 2,004.
5. James C. Van Home, Financial Management and Policy
6. Prasanna Chandra, Financial Management : Theory and Practices
7. Solomon, Ezra, The Theory of Financial Management
8. I.M. Pandey, Financial Management
9. M.Y. Khaiv&. Jain, Cases in Financial Management
10. Gittmen, Managerial. Finance

## 204 - OPERATIONS MANAGEMENT

### 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

Productivity: Factors, Affecting Productivity - Job Design - Process Flow Charts - Methods Study - Work Measurement - Engineering and Behavioural Approaches.

#### UNIT-V

Material Management : Costs Associated with Inventory - Economic Order Quantity - ABC Analysis - Materials Requirement Planning - Just in-time Production. Total Quality Management - Acceptance Sampling - Control Charts - Quality Circle - Zero Defects Programmes - ISO 9000 - Application of Computer in Production and Operations.

#### SUGGESTED READINGS :

1. Everett E. Adam, Jr. and Ronalds, J.E. Ebert, Production and Operation's Management, Concepts, Models and Behaviour,
2. S.N. Chary, Production and Operation's Management.
3. Elwood S. Buffa, Modern Production Management, MacLain JO and U Thomas, Operations Management.
4. Chary, Theory and Problems in Production and Operations Management, Tata McGraw Hill.
5. Richard Chase, Operations Management for Competitive Advantage, Tata McGraw Hill.
6. Joseph Monks, Gonzagar University, Schaum's Outline of Operations Management, Tata McGraw Hill .
7. Nair, Production and Operations Management, Tata McGraw Hill
8. William J. Stevenson, Operations Management, Tata McGraw Hill
9. Roger G. Schroeder, University of Minnesota, Operations Management, McGraw Hill

## 205 MANAGERIAL COMMUNICATION SKILLS

### 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

Role of Communication in Business - Objective of Communication - The Process of Human Communication - Media of Communication, Written Communication - Oral Communication - Visual Communication, Audio Visual Communication - Silence – Developing Listening Skills - improving Non-verbal Communication skills - Understanding Cultural Effects of Communication.

### Unit – II

Managing Organization Communication - formal and Informal Communication - Intra and Personal Communication - Models for Inter Personal Communication - Exchange Theory, Johari Window and Transactional Analysis.

### 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:

Report Writing - Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report - Proposals; Formal Reports; Organization of Press Report.

### 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
4. McGrath, Basic Managerial Skills for All 5<sup>th</sup> ed., Prentice Hall of India.
- 5 Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
6. Meenalshi Raman—Business Communication Oxford University Press.
7. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

**MBA - PT - FIVE SEMESTER PROGRAMME wef 2010-11**  
**FOURTH SEMESTER**  
**401 - BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**OBJECTIVE :**

Objective of the course is to equip the student with 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**

Environmental Analysis: General environment analysis, Industry analysis, international analysis, Techniques of environmental analysis, Value chain, Porter's competitive strategies.

**UNIT-III**

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

**UNIT -IV**

Strategy Implementation - Activating Strategies - Procedural Implementation - Resource Allocation - Structural Implementation.

**UNIT-V**

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

**SUGGESTED READINGS :**

1. Thompson and Strickland, "Strategic Management - Concepts and Cases, "Tata McGraw Hill Publishing Co. Ltd., New Delhi, 2003!
2. Hitt, Ireland and Hoskisson, "Strategic Management - Competitiveness and Globalisation," Thomson Asia Pvt. Ltd., Singapore, 4<sup>th</sup> ed., 2001.
3. Pearce II and Robinson, Jr, "Strategic Management - Formulation Implementation, and control", Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.
4. Hill and Jones, "Strategic Management - An Integrated Approach, "Biztantra, An Imprinted of Dreamtech Press, New Delhi, 2004.
5. Michel Porter: Competitive Advantage;-
6. Lawrence Jauch & W.F. Glueck : Business Policy and Strategic Management;
7. Nanjundaiah : Strategic Planning and Business Policy;
8. Ghosh P.K : Business Policy and Strategic Planning;
9. Christenson, CR etal, Business Policy : Test and Cases;
10. Porter, Michael E, Competitive Strategy.

## 402 – OPERATIONS RESEARCH

### 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

Importance and scope of Operations Research – Linear programming – graphic method simplex method – Big-M-Method – post optimality analysis – Dual L.P. and its applications.

### 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

Project Management – PERT and CPM – Crash time – crash cost trade off – resource leveling and resource allocation – Simulation Techniques – Simulation of inventory and waiting line.

### SUGGESTED READINGS:

1. R. .Pannerselvan, Operations Research, Prentice Hall India Ltd., N.D
2. Sarma S.D. Operations Research
3. K.Rangarajan, Project Management, New age International Pvt. Ltd.
4. S.Kalavathy, operations Research, Vikad Publishers
5. Musafi, Operations Research, New age international
6. P.Gopalakrishnan and V.E. Ramana Moorthy, project management, Mcmillan India ltd.
7. J.K. Sarma Operations Research, problems and solutions Macmillan India ltd
8. G.V.shenoy U.K. Srivastava, S.C. sharma, Operations Research for Management, New age international
9. N.D. Vohar, Quantitative techniques for management.

## 403 - INTERNATIONAL BUSINESS

### 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 ad 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 :

1. Sundaram & Black, International Business Environment, The Text and Cases, Prentice Hall of India. ,
2. Daniel, 3ohn p., Radebaugh, Lee, H., International business, New York, Addison Wesley , ninth Edition.
3. Bhalla, V.K., and S. Sivaram, International Business Environment and Business
4. Francis Cherunilarn, International Business Himalaya Publications.
5. Aswathappa, International Business, Tata McGraw Hill.
6. Charles W. Hill, International Business, Tata McGraw Hill.

## 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:

Training: Designing Appropriate Training Programme Inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

#### 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 21<sup>st</sup> Century, TMH,ND
  5. Tabarrok - Entrepreneurial Economics, Oxford University Press.
  6. C.v. Bakshi, Ertrepreneurship Development, Excel Publications.
  7. Jain, Hand Book of Entrepreneurs, Oxford University Press.
- Vasant Desai, Small Business in Entrepreneurship, Himalaya Publishing House

CONSUMER BEHAVIOUR AND MARKETING RESEARCH

**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**

Consumer Behaviour - Issues and Concepts : Consumer Behaviour - Nature - Scope and Application - Consumer Behaviour and Life-style Marketing - Organisational Buying Behaviour.

**UNIT -II**

Individual Influences on Buying Behaviour: Perceptions - Consumer-Motivation Attitude Change - Learning and Memory - Personality and Self - Concept. Group Influences on Consumer Behaviour. Reference Group Influence & Group Dynamics - Family Buying Influences, Family Life-Cycle and Buying Roles - Cultural and Sub cultural Influences.

**UNIT -III**

The Buying Process : Problem Recognition & Information Search Behaviour - Information Processing - Alternative Evaluation - Purchase Process & Post-purchase Behaviour, Modelling Buyer Behaviour; Early Models - Howard Sheth Model - Recent Development in Modelling Buyer Behaviour.

**UNIT -IV**

M.R. Concepts and Design : M.R. Meaning and Importance, Research Process - Research Design - problem definition - hypothesis - data sources - Data Collection : Data Collection - Sampling - Questionnaire Design and Development - Attitude Measurement and Scaling - Consumer Research,

**UNIT -V**

Data Processing and Analysis : Methodologies - Data Processing - Coding, Tabulation -Analysis - Testing of Hypothesis - Chi-square test - Z test - t test - Univariate and Multi-variate analysis (Elementary)- Experimentation in Marketing Research - Simulation - Report Writing - Essentials of Good Report

**SUGGESTED READINGS :**

1. M.S.Raju and Dominique Xardel, "Consumer Behaviour" Vikas Publishing House Pvt. Ltd.,
2. Hawkins, Best and Coney, "Consumer Behaviour", Tata McGraw Hill Publishing Company Limited,
3. James F. Engel, David T. Kollat & Roger D. Blackwell : Consumer Behaviour;
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;
7. Mower, J.C. : Consumer Behaviour;
8. Luck, David J. And Ronald S. Kubiri; Marketing "Research";
9. Tull and Hawkins : Marketing Research.
10. Nargundkar, Marketing Research : Text and Cases, Tata McGraw Hill.



## M-502 : SERVICES MARKETING AND CRM

### OBJECTIVE :1

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 id 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)
2. Valarie A. Zeitliam & Mary 3o Bither : Services Marketing, McGraw Hill publishing Inc.
3. Christopher Lovelock : Services Marketing, Pearson education.
4. Christian Gronross : Services Management .and Marketing, McMillan Inc.
5. Ravi Shankar : Services marketing, Tata
6. V.Venkata Ramarta &. G. Somayajulu : Customer Relationship Management, Excel Books.
7. Darlene D. Richard : The Customer Response Management Hand Book, Tata McGraw Hill Publishing Company Limited.
8. M.P. Jaiswal and Anjali Kaushik ; e-CRM : Business and system frontiers, Asian Books.

## M – 503: ADVERTISING AND BRAND MANAGEMENT

### 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:

Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication - Integrated Marketing (IMC) - Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

### Unit II :

Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals – Layout Design.

### Unit III:

Advertising Budgets – Methods of Formulating Advertising Budgets – Evaluating Advertising Effectiveness – Advertising Agencies.

### Unit IV:

Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs – Law and Regulations.

### Unit V:

Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

(Case Studies are Compulsory)

### *Suggested Books:*

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson Education.
2. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
3. Harsh V. Verma, Brand Management, Excel Books.
4. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
5. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya Publishing House.
6. Kazmi: Advertising and Sale Promotion, Excel Publishers.
7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
8. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.
9. Subortosnegupta, Brand Positioning: Tata McGraw Hill

## 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

Introduction to Retail Management - Emerging Trends in Retailing - Types of Retailers – Retail Marketing Strategy - Location - Site Selection - Organization Structure - Supply Chain Management.

### 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

Analysis of Market Potential and Sales Potential - Sales Forecasting Methods and Techniques -Sales force Recruitment, Selection and Training, Motivation and Compensation plans -Evaluation of Salesmen Performance.

### SUGGESTED READINGS :

1. Still, Cundiff & Govoni, Sales Management; Decisions, Strategies & Cases, PHI, ND';
2. Johnson, Kurtz & Schewing, Sales Management, MGH;
3. M.W. Delozier, The Marketing Communication Process, MGH;
4. WH Bolen, Advertising, J. Willkeys & Sons;

Sandage & Fryburger : Advertising, Theory & Practice, Richard D. Irwn

FINANCIAL MANAGEMENT

## 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 :**

Concept of investment - investment Vs, speculation - Investment Objectives - Investment process, Sources of investment information - Security markets - Primary and Secondary -Market - SEBI - indices- Meaning and Measurement of Security Risk and Returns - Systematic Risk Vs. Unsystematic Risk - SEBI Guidelines.

**UNIT - II**

Intrinsic value approach to valuation of bonds and shares - Fundamental Analysis - Company analysis, Industry Analysis and Economy analysis.

**UNIT- III:**

Fundamental analysis - Technical analysis - Fundamental Analysis - Concepts and Tools -DOW Theory - Technical Analysis Vs. Fundamental Analysis - Efficient Market Theory - Basic Concepts - Random Walk Theory - Different Forms of Market Efficiency.

**UNIT - IV:**

Portfolio Analysis and Selection - Portfolio models - Markowitz model, Sharpe Single Index Model Optimum Portfolio - Capital Asset Pricing Model - Arbitrage Pricing Theory.

**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
2. R.J.Fuller and J.L.Farrel Sr.Modern Investment and Security analysis Tata Mcgraw Hill
3. J.C. francis Investments – Analysis & Management, McGraw Hill International
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
8. Punitavathy pandian, Security analysis and Portfolio management, Vikas publishers.

## F-502 : FINANCIAL MARKETS AND DERIVATIVES

### 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 :

Markets - Money and capital market - Components and Institutions of Money market - Call money markets - Treasury Bills Market - Commercial Bills Market - Markets for commercial paper and certificates of Deposits - The discount market - Market for financial Guarantees -Role of RB

### 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 :

SWAPS - Introduction - Hedging Interest Rate Risk - Currency Swaps - Equity Swaps – Swap Pricing - Recent Trends in Derivatives Markets and Settlement in India.

### SUGGESTED READINGS :

1. L.M. Bhole. Financial Institutions and Markets  
Houghton , Financial Intermediaries.: An Introduction
2. Avadhani, V.A., Studies in Indian Financial System
3. Verma, J.C., A manual of Merchant Banking
5. John C. Hull, Options, futures and other derivatives : Pearson Education Publishers.
6. Vasant Desai, Indian Financial System.
7. Financial Derivatives : An Introduction to Futures, Forward, Options and Swaps, Red Head, Prentice Hall of India.
8. R.M. Srivastava, Management of Indian Financial Institutions, Himalaya Publishers, Mumbai.
9. 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 :

Strategic Financial Management - Meaning - Nature and Scope - Financial Planning and Strategy for Capital Structure - Financing Options and Value of the Firm

### UNIT- II :

Investment Strategy - Techniques of Investment Appraisal under Risk and Uncertainty – Risk Adjusted Net Present Value - Risk Adjusted Internal Rate of Return – Capital Rationing -Replacement Decisions - Evaluation of Lease Vs Borrowing Decision.

### UNIT - III :

Merger Strategy - Theories of Mergers - Horizontal and Conglomerate Mergers - Merger Procedure - Valuation of Firm -Financial Impact of Merger -"Merge-and Dilution effect -Merger as Capital Budgeting Decision. "

### UNIT- IV :

Takeover-Strategy - Types of Takeovers - Negotiated and Hostile Bids - Takeover Procedure Takeover Defenses - Financial Defensive Measures - "Coercive" offences and Defenses Poison Pill Defense - Takeover Regulations.

### 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,
6. ' JF Weston, KS Chung and SE Hoag, Mergers, Restructuring and Corporate Control
7. Weston et., al, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
- 8.- Mashal and Bansal, Financial Engineering : A Guide Financial Innovation, Prentice Hall of India.
- 9, Jakotia, Strategic Financial Management, Vikas Publishers

## 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 :

Financial Services : Concept, Nature and scope of Financial Services - Regulatory Framework of Financial Services - Financial Intermediaries - Merchant Banking - Definition, evolution of Merchant banking as a profession, services of merchant bankers, categorization of Merchant Bankers - Origin and growth of Merchant Banking activity in India - Regulation of Merchant Banking.

### 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 :

1. Benton E.G, Financial Intermediaries, An Introduction
2. Edmirtister R.D., Financial Institution, Markets and Management .
3. Varma J.C., A manual of Merchant Banking
4. West lake. M., Factoring
5. I.M. Bhole., Financial Institutions and Market
6. By N. Vinayakan., A profile of Indian Capital Market Ed.
7. Christopher Nobes Robert Parker, Comparative International accounting : Pearson Education Publishers.
8. Vasant Desai, Indian Financial System.
9. V.A.Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai

FIVE SEMESTER PROGRAMME wef 2010-11

FIFTH SEMESTER

HUMAN RESOURCE MANAGEMENT

H-501 : HUMAN RESOURCE PLANNING AND DEVELOPMENT

**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**

Basics of Human Resource Planning : Macro Level Scenario of Human Resource Planning -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting - Micro Level Planning.

**UNIT - II**

HRD Strategies, Human Resource -Development :-An Overview - Human Resource Development : Strategies - Training and Development - Methods - Evaluation of training programmes.

**UNIT - III**

HRD and the Supervisor: Line Managers and HRD - Task Analysis - Motivational Aspects of HRD - Developmental Supervision - Counselling and Monitoring.

**UNIT - IV**

Comparative HRD Experiences : HRD Overview in Government and Public System - HRD for Health and Family Welfare - HRD In other-sectors (Defence, Police, Voluntary Organization and Panchayati Raj Institutions) - HRD in Service Industry - Comparative HRD – International Experience.

**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;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;
4. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises;
5. Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
6. Bell DJ, Planning Corporate' Manpower, Longman;
- 7, Walker James W'. Human Resource Planning, MGH.



## F-502 : INDUSTRIAL RELATIONS

### 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:

Promotion of Harmonious Relations -Machinery for prevention and settlement of industrial disputes - Industrial Disputes Act 1947 - Conciliation - Arbitration and Adjudication - Code of Discipline.

### UNIT - IV :

Grievances and Discipline : Grievances Reddressal 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 :

1. Arun Monappa - Industrial Relations - Tata McGraw Hill, New Delhi.
2. Virmani, B.R. Participative Management Vs. Collective Bargaining, New Delhi, Vision Books, Sidney & Webb, Beatrice, Industrial Democracy, Melbourne, Longman.
3. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations, New Delhi, Oxford University Press.
4. Mamkoottam, K. Trade Unionism, Myth and Reality,-New Delhi, Oxford University Press.
5. Ghaiye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company.
6. Srivastava S.C. Industrial Relations and Labour Law, New Delhi, Vikas.
7. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
8. Barry L. Reece and Rhonda Brandt. Effective Human Relations in Organisations, All India Publishers and Distributors, Chennai.

## H-503 : EMPLOYEE COMPENSATION AND WELFARE MANAGEMENT

### OBJECTIVES :

The objective of the course is to familiarize the student with the methods and schemes of compensation and welfare of employees.

### UNIT-I:

Compensation : Wage Concepts, Principles of wage administration - Wage fixation and structure - Wage differentials - Minimum wages Act - Wage Payment - Payment of Wages Act - Executive Compensation.

### 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

Health and Safety of Employees under the provisions of Factors Act, 1948 – Welfare of Women Employees and child workers – Maternity Benefit Act – Safety at work – Welfare officer – role and functions.

### Unit – V

Social Security – Retirement benefits – Main features of provident fund act, 1952 and workmen's Compensation Act, 1922 – social Security Schemes in India.

### SUGGESTED READINGS :

1. Richard I Henderson, Compensation Management in a Knowledge Based World Pearson Education, Delhi.
2. Venkata Ratnam, CS. and Srivastava B.K. - Personnel Management and Human Resources, Tata McGraw Hill, New Delhi.
3. Gary -Dessler, A Framework for Human Resource Management, Pearson Education, Delhi.
4. Mirza S. Saiyadain, Human Resource Management, Tata McGraw Hill, New Delhi.

## H-504 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

### OBJECTIVE :

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

### UNIT - I :

Globalisation context- strategy - structure and process of globalisation - HRM - International Perspective - The Internet Economy - Challenges of international HRM - Global Environment -Global trends offering human Resource Management.

### 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 :

Compensation Management : International compensation - Compensation Structure - Methods and practices of Compensation in Global assignments - Compensation of Host Country Employees, managers and Compensation of Expatriate managers.

### UNIT - V :

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

### SUGGESTED READINGS :

1. Anne-Wil Harzing & Joris Van Ruyoss eveltd, International Human Resource Management (eds.) Sage Publications, New Delhi.
2. H.John Bernardin and Joyce E.A. Russell, Human Resource Management, McGraw Hill, New Deih.
3. Peter J. Dowling et.al, International HRM,
4. Christopher Mabey, Greeme Solaman and John Storey - Human Resource Management - A Strategic Introduction, Blackwell Publishers, U.K.
5. Biswajeet Pattanayak, Human Resource Management, PHI, New Delhi.
6. C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. Rao T.V., HRD Audit, Response Books, New Delhi.
8. Venkata Ratnam C.S. & Srivastava, B.K, Personnel / Human Resource Management, Tata McGraw Hill, New Delhi.
9. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGRaw Hill, New Delhi. ,

103+	Business Environment	100
104	Accountings for Management	.
105	Managerial Economics	100
	SECOND SEMESTER	
201	Human Resource Management	100
202	Marketing Management	100
203	Financial Management	100
204	Operations Management	• 100
205	Managerial Communications	100
	THIRD SEMESTER	
301&30	(Internship) Project Work and Presentation	,200
	FOURTH SEMESTER	
401	Business Policy and Strategic Management	100
402	Operations Research	100
403	International Business	100
404	Entrepreneurship and Small Business Management	100
	FIFTH SEMESTER (SINGLE SPECIALISATION)	
	MARKETING MANAGEMENT	
M-501	Consumer Behaviour and Marketing Research	., 100
M-502	Services Marketing and CRM	100
M-503	Advertising and Brand Management	100
M-504	Sales and Retail Management	100
	FINANCIAL MANAGEMENT	
F-501	Security Anaiysis and Portfolio Management	100
F-502	Financial Markets and Derivatives	100
F-503	Strategic Financial Management	100
F-504	Management of Financial Services	100
	HUMAN REOSURCE MANAGEMENT	
H-501	Human Resource Planning and Development	100
H-502	Industrial Relations	100
H-503	Employee Compensation and Welfare Mgt.	100
H-504	International human Resource Management	100
' 505	Comprehensive Viva-Voce	100
	• [GRAND TOTAL	2100

103	Business Environment	100
104	Accounting for Management	100
105	Managerial Economics	100
106	Human Resource Management	100
107	Marketing Management	100
108	Financial Management	100
109	Operations Management	100
110	Managerial-Communications	100
Code	Second Year (SINGLE SPLN)	
-201 :	Business Policy and Strategic	100
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 REOSURCE 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
	GRAND TOTAL	2000



103	Business Environment	100
104	Accounting for Management	100
105	Managerial Economics	100
106	Managerial Communications	100
	SECOND YEAR	
201	Human Resource Management	100
202	Marketing Management	100
203	Financial Management	100
204	Operations Management	100
205	Operations Research	100
206	International Business	100
	THIRD YEAR (SINGLE SPELN)	
301	Business Policy and Strategic	100
302	Entrepreneurship and Small Business	100
	MARKETING MANAGEMENT	
A303	Consumer Behaviour and Marketing	100
A304	Services Marketing and CRM	100
A305	Advertising and Brand Management	100
A306	Sales and Retail Management	100
	FINANCIAL MANAGEMENT	
B303	Security Analysis and Portfolio Management	100
B304	Financial Markets and Derivatives	100
B305	Strategic Financial Management	100
B3p6	Management of Financial Services	100
	HUMAN REOSURCE MANAGEMENT	
C303	Human Resource Planning and Development	100
C304	Industrial Relations	100
C305	Employee Compensation and Welfare Mgl.	100
C306	International Human Resource Management	100
307	Project Work	100
308	Viva-Voce	100
	GRAND TOTAL	2000

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