

# PROPOSED COURSE STRUCTURE FOR MBA

## I semester

1. Management Process
2. Quantitative Methods
3. Managerial Economics
4. Business Environment & Legislation
5. Managerial Skill Development
6. Accounting for Managers
7. Information Technology for Managers

## II semester

1. Entrepreneurship Development
2. Management Science
3. Organizational Behavior
4. Human Resource Management
5. Financial Management
6. Marketing Management
7. Production & Operations Management

## III Semester

1. Business Policy & Strategic Analysis
2. Decision Support Systems & MIS
3. Business Ethics & Corporate Governance

## Elective Papers:

### Finance Area:

1. International Financial Management
2. Security Analysis & Investment Management

### Marketing Area

1. Advertising & Brand Management
2. CRM & Relationship Marketing

### HRM Area:

1. Management of Industrial Relations
2. Management Training & Development

## IV semester:

1. Corporate Evolution & Strategic Management
2. Knowledge Management
3. Global Business

## Elective Papers

### Finance Area:

1. Financial Derivatives
2. Management of Financial Services
3. Portfolio Management

### Marketing Area

1. Global Marketing Management
2. Logistics & Supply Chain Management
3. Rural & Agricultural Marketing

### HRM Area:

1. International Human Resource Management

2. Performance & Compensation Management
3. HRD: Strategy & Systems

Note: In III Semester the students shall opt any two specialization groups with 2+2 papers. In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.

N.B. Project work and viva-voce marks will be shown in the IV semester only.

# MBA REVISED SYLLABUS

## I Semester

### BUS 1.1: MANAGEMENT PROCESS

- Unit – I: **INTRODUCTION:** Management, Concept, Significance, Levels, Skills, Functions & Principles. Management as an Art, Science and Profession – Social responsibilities of business.
- Unit – II: **PLANNING:** Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Management By Objectives: Concepts, Process, Preconditions.
- Unit – III: **ORGANIZING:** Nature, Purpose, Process; Formal and Informal Organizations; Departmentation: Importance- Methods of Departmentation; Span of Control; V.A. Graicuna’s Theory; Factors Determining Span of Control; Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees, Reasons for using Committees, Conditions for Successful Operations of Committees.
- Unit – IV: **STAFFING:** Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers.  
**DIRECTING:** Meaning, Assumptions of Human Behaviour by Douglas Mc Gregor, Edgar Shien and Elton Mayo.
- Unit – V: **MOTIVATION:** Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter and Lawler; Leadership: Trait Approach to Leadership, Leadership Styles, Managerial Grid; Communication: Importance, Process, Media, Channels, Barriers, Principles of Effective Communication.  
**CONTROLLING:** Basis Control Process, Pre-Requisites, Requirements of adequate Control.

#### Suggested Books:

1. Koontz, H and Wihrich.H, *Management*, 10<sup>th</sup> ed., McGraw, New York 1995.
2. Stoner, J.etc., *Management*, 6<sup>th</sup> ed., Pearson Education, 1995.
3. Thomas S. Bateman, Scott A. Snell, *Management*, Tata McGraw Hill.
4. Maital Seshadri, *Innovation Management*, Sage Publications.
5. Stonner, Freeman, Gilbert, *Management*, Prentice Hall of India.
6. Stephen P. Robbins, *Management*, Pearson Publications.
7. Tripathi, Reddy, Principles of Management, SAGE
8. JS Chandran, Management: concepts and strategies, Vikas Publishing House PvtLtd

## **BUS 1.2: Quantitative Methods**

**Unit-I:** Permutations, Combinations, and Binomial Theorem – Theory of Sets.

**Unit-II:** Concept of Probability, Addition and Multiplication theorems of probability- Bayers theorem of probability and their Applications

**Unit III :** Theoretical distributions; Binomial, procession and normal Distributions

**Unit IV :** Testing of Hypothesis; Z- test, t- test and chi- square test and their applications

**Unit V:** Correlation and Regression ; Simple Correlation and Rank Correlation – Simple Regression and their applications

### **Suggested Books:**

1. Sharma, J.K., Fundamentals of Business Statistics, Pearson.
2. Naval Bajpai, Business Statistics, Pearson
3. Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand
4. Anand Sharma, Quantitative Techniques, Himalaya Publishing House Satyadevi, C, Quantitative Techniques, S. Chand
5. Arora, P. N., S. Arora Comprehensive Statistical Methods, S. Chand
6. Sharma, J.K., Quantitative Methods- Theory & Applications, MacMillan
7. Sudarsan, P & J. Jayabalan, Computers – Systems & Applications, Jaico Publishers

## **BUS 1.3: Managerial Economics**

**Unit I:** Introduction – Definition, Nature and Scope of Managerial Economics; Economic Goals of a Business Firm: Profit Maximisation Vs Wealth Maximisation, Sales Revenue Maximisation – Role of Managerial Economist in Decision Making.

**Unit II:** Consumer Equilibrium under Cardinal and Ordinal Utility Theories – Indifference Curve Analysis – Income Substitution and Price Effects – Demand Analysis – Law of Demand – Demand Function and determinants of Market Demand – Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision – Making Methods of Demand Forecasting.

**Unit III:** Firm's Equilibrium – Isoquant and Isocost analysis; concept of Least – Cost Combination of inputs – The law of Diminishing Marginal Returns in Production – concept of Production Function – Total Product, Marginal and Average Product Curves, their derivation and inter – relationships – Cobb –Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and proportion, Cost Functions – Derivation of total, marginal and average cost functions – Long run cost curves – Managerial uses of Cost concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.

**Unit IV:** Market Structures and their characteristics – Pricing and output decisions of firm under different market structures – Perfect Competitions, Pure Monopoly, Oligopoly, Monopolistic / Imperfect Competition under short and long runs. Discriminative Monopoly and its extensions in managerial decision – making; Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity under Oligopoly – Non-Price Competition under Monopolistic Competition: Selling Costs and Products Differentiation – Evaluation of Market Structures from Social Perspective.

**Unit V:** Pricing Practices of Firms – Objectives of Pricing Policy – Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price – Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

### **Suggested Books:**

1. William Baumol, "Economic theory and Operations Analysis", PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, "Managerial Economics - Tools for Today's Decision Makers", Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, "Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
5. Suma Damodaran, "Managerial Economics", Oxford University Press.
6. G.S. Gupta, "Managerial Economics", Tata McGraw-Hill
7. Atmanand, "Managerial Economics", Excel Books.
8. H. Craig Peterson, Lewis and Jain, "Managerial Economics, Pearson.
9. Christoper R. Thomas, S. Charles Maurice, "Managerial Economics: Concepts and Applications", Tata McGraw-Hill.
10. E.F. Brigham and J.L. Pappas, "Managerial Economics", The Dryden Press.
11. D.D. Chaturvedi, S.L. Gupta, Sumitra Paul, "Business Economics: Text and Cases", Galgotia Publishing Company.
12. Donald S. Watson, "Price Theory and Its Uses", Scientific Book Agency.
13. Ahuja, H.L., Managerial Economics, S.Chand.

## BUS 1.4: Business Environment & Legislation

- Unit – I: **Theoretical Framework of Business Environment:** Concepts, Significance and Nature of Business Environment; Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Techniques of Environmental Scanning and Monitoring.
- Unit – II: **Economic Environment of Business:** Significance for Business – Economic Planning – Objectives and Achievements; Government policies – Industrial policy of 1991; Fiscal policy; Foreign Trade Policy; Economic Reforms and LPG – Human Development in India.
- Unit – III: **Political and Legal Environment of Business:** Political Institutions – Legislature, Executive and Judiciary – Changing Dimensions of Legal Environment in India; Patents Act-1970, SICA-1985, Consumer Protection Act-1986, FEMA-1999, IT Act-2000, Competition Act-2002, SEZ Act-2005.
- Unit – IV: **Cultural and Technological Environment:** Elements of Socio – Cultural Environment; Impact on Business – Social Audit - Technological Environment in India; Technology Transfer – Technology Policy.
- Unit – V: **International and Recent Issues in Environment:** Multinational Corporations; Foreign Collaborations and Indian Business; International Economic Institutions: WTO, World Bank, IMF and their importance to India; Foreign Trade Policies.

### Suggested Books:

1. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., *Business Environment*, Pearson.
3. Suresh Bedi, *Business Environment*, Excel Books, New Delhi,
4. Adhikary.M. *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
5. Alag, Yoginder.K., *Indian Development Planning and Policy*, Vikas Publishers, New Delhi.
6. G.Prasad, *Business and Corporate Laws*, Jai Bharathi Publishers.
7. Gulshan S.S. and G K Kapoor, *Business Law Including Company Law*, NEW AGE.
8. Aswathappa.K., *Essentials of Business Environment*, Himalaya Publishing House, Delhi.
9. Chakravarthi., S., *Development Planning*, Oxford University Press, Delhi.
10. Govt. of India, *Economic Survey*, Various Issues.
11. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
12. Saleem Shaik, *Business Environment*, Pearson Education, Delhi.
13. Ruddar Dutt & KPM Sundaram, *Indian Economy*, S. Chand & Co., Delhi.
14. Krishna Rao,P, *WTO-Text & Cases*, PSG Excel Series.
15. R.S.N. Pillai, Bagavathi, *“Legal Aspects of Business”*, S.Chand, New Delhi.
16. H.L.Ahuja, *“Economic Environment of Business”* S.Chand, New Delhi.

## **BUS 1.5: Managerial Skill Development**

- Unit – I: Communication; Nature and Significance – Communication Process – Essential Elements.
- Unit – II: Media of Communication; Verbal and Non-Verbal – Oral Communication; forms, Advantages and Disadvantages – Written Communication; Forms, Advantages and Disadvantages – Non-Verbal Communication; Forms and their importance.
- Unit – III: Channels of Communication; formal and Informal – Communication Barriers; Overcoming barriers, Guidelines for Effective Communication, 7Cs of Communication.
- Unit – IV: Listening; Importance, Barriers, Guidelines for Effective Listening – Presentation; Oral and Written; Steps in presentation – Guidelines for successful presentation, Basic Skill- sets of Communicating Managers.
- Unit – V: Reporting Writing; Procedure and Guidelines – Commercial Letters; Essential elements – Negotiation; Essential Elements for Effectiveness.

### **Suggested Books:**

1. Nageswara Rao, Rajendra, *Communication Skills*, Himalaya Publishing House.
2. Aerta A. Murphy, *Effective Business Communication*, McGraw Hill.
3. Urmila Rai, *Business Communication*, Himalaya Publishing House.
4. Leena Sen, *Communication Skills*, Prentice Hall of India.
5. Quintanilla Wahl, *Business & Professional Communication*, Sage Publications.
6. Krizan, Marrier, Cogan, Williams, **“Effective Business Communication”**, CENGAGE Learning.
7. Penrose, Rasberry, Myers, **“Business Communication and Management**, CENGAGE.
8. RK. Madhukar, **“Business Communication”**, SAGE.

## BUS 1.6 ACCOUNTING FOR MANAGERS

- Unit – I: **Introduction to Accounting:** Concept – Importance and scope – Generally Accepted Accounting Principles – Objectives, Nature and Scope of Financial Accounting. – Cost Accounting – Management accounting.
- Unit – II: **Preparation of Financial statements:** Income statement and Balance sheet – Bank Reconciliation Statement – Inventory valuation and Depreciation.
- Unit – III: **Analysis of Financial Statements:** Objectives; Financial Ratios – Funds Flow & Cash Flow Analysis.
- Unit – IV: **Management Accounting:** Marginal Costing – CVP analysis – Standard costing and Variance analysis.
- Unit – V: **Contemporary Developments:** Responsibility Accounting – Accounting for changing Prices – Reporting to Management.

### Suggested Books:

1. G. Prasad & V. Chandra Sekhara Rao, *Accounting for Managers*, Jai Bharat Publications,
2. Meigs & Meigs, *Accounting the Basis for Business Decisions*, Tata McGraw Hill, New Delhi.
3. Pankaj Gupta, *Management Accounting*, Excel Books, New Delhi, 2006.
4. Bhattacharya S.K. & Dearoon.J., *Accounting for Management – Text and Cases*, New Delhi, Vikas,
5. Narayana Swamy, *Financial Accounting: A Managerial Perspective*, Prentice Hall of India.
6. Ashish k., Bhattacharya, *Cost Accounting for Business managers*, Elsevier
7. Bhattacharya, *Financial Accounting for Business Managers – Perspective*, Prentice Hall of India.
8. MC Shukla, TS Grewal, *Cost Accounting*, S. Chand
9. I.M. Pandey: *Management Accounting*, Vikas Publishing House.
10. Chakraborty & Hrishikesh – *Management Accountancy*, Oxford University Press.
11. Khan and Jain, *Management Accounting*, Tata McGraw Hill, Delhi.
12. Rajsekharan, *Financial Accounting*, Pearson
13. J.C. Varshney: *Financial and Management Accounting*, Wisdom Publication.
14. Tulsian, P.C., “*Cost Accounting*”, S.Chand
15. Paresh Shah, *Management Accounting*, Oxford University Press
16. Sahaf, M.A., *Management Accounting*, Vikas Publishing House.
17. Rajesh Khothari & A. Godha, *Management Accounting*, MACMILLAN, 2007.
18. B. Parvathiswara Rao, *Accounting for Management*, Duvvuri’s Publications



# **BUS 1.7: INFORMATION TECHNOLOGY FOR MANAGERS**

## **Unit I Introduction:**

Evolution of Computers- Generations ; types of Computers- Hardware and software – Types of software – Storage Devices data representation for Computers

## **Unit II Computer Networks**

Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet- E- Commerce; ERP Evaluation and Growth

## **Unit III MS Word & Excel**

**MS-Word:** Creation of Document – Format Document – Text Editing and Saving – Organising information with tables and outlines – Mail merge – Index- Printing

**MS Excel:** Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts.

## **Unit IV Power Point:**

Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons

## **Unit V Data Analysis with Statistical Tools:**

**MS Access:** Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports.

**Overview of SPSS:** Uses, Data Analysis, Concepts of Main Menu and other features of SPSS Package.

## **References:**

1. V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
2. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
3. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
4. Cox et al – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
5. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
6. Anita Goel, “Computer Fundamentals”, Pearson.
7. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.
8. Alexis Leon , Mathew Leon, Fundamentals of Information Technology, Leon Vikas
9. Saha RG and IL Narasimha Rao, Fundamentals of Information Technology, Himalaya

## II Semester

### BUS 2.1: ENTREPRENEURSHIP DEVELOPMENT

- Unit – I: **Entrepreneur & Entrepreneurship Development:** Characteristics of Entrepreneur – Attitude; Qualities and Functions – Importance of Entrepreneur – Role Models – Theories of Entrepreneurship – Entrepreneurship Development – Intrapreneurship – Causes and Climate: Role of Government in Promotion of Entrepreneurship.
- Unit – II: **Idea Generation and Feasibility Planning:** Sources of New Ideas – Methods of idea generation – Creative problem solving – Opportunity Recognition – Fundamentals of Feasibility Planning – Four Stages Growth Model.
- Unit –III: **Managerial Aspects of Entrepreneurship:** Sources of Finance – Working Capital; Venture Capital; Seed Capital – Financing Agencies – Government grants; Subsidies; Investors; Private Offerings – Product Development – Marketing Management, HRM in SMES.
- Unit –IV: **Entrepreneurial Strategy:** Generation of New Entry Opportunity – Entry Strategy – New Entry Exploitation – Decisions under uncertainty – Risk Reduction Strategies – Growth Strategies – Innovations Strategies and Managing Newness.
- Unit –V: **Emerging Dimensions in ED:** Family Business – Importance; Types – Strategies for Growth – Women Entrepreneurship – Scope, governing factors; successful cases – Rural Entrepreneurship – Importance; Role of NGOs and Government – EDPS, Need, Objectives and Evaluation.

#### Suggested Books:

1. Nandan, H., *Fundamentals of Entrepreneurship*, PHI, First/e, New Delhi, 2009.
2. Vasanth Desai, *The Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, 2009.
3. Bholanath Dutta, *Entrepreneurship Management – Text and Cases*, Excel Books, 2009.
4. Morse & Mitchell, “*Cases in Entrepreneurship*”, SAGE Publishers, New Delhi.
5. Barringer & Ireland, *Entrepreneurship – Successfully Launching New Ventures*, Pearson, 2006.
6. Poornima Charantimath, *Entrepreneurship Development & Small Business Enterprises*, Pearson Education.
7. Lowe, *Entrepreneurship*, Elsevier
8. S.K. Mohanty, *Fundamentals of Entrepreneurship*, Prentice Hall of India.
9. Madhurima Lall Shikha Sahai, *Entrepreneurship*, Excel Books.
10. Mary Coulter, *Entrepreneurship in Action*, Prentice Hall of India.
11. Khanka, S.S. “*Entrepreneurial Development*”, S.Chand.
12. Vijay Sathe, “*Corporate Entrepreneurship*”, Cambridge University Press.

**II Semester**  
**BUS 2.2: Management Science**

Unit I : Introduction of MS & Linear Programming –Basic Concepts of LP, Graphical Solutions

Unit II : Linear Programming- Simple Method & Big Method

Unit III : Linear Programming : Duality and Dual Simplex Method

Unit IV : Project Management – PERT and CPM

Unit V: Decision Theory and Decision Trees

**Suggested Books:**

1. Sharma JK., Operations Research: Theory & Applications, Mc Millan India Ltd
2. Miller, Introduction to Operations Research, TMH
3. SC Chakravarthy, Theory and Problems in QT, MIS and data Processing, New Central Agency
4. Selvaraj, R, Quantitative Methods In Management, Excel
5. Panner Selvam, Operations research, PHI
6. Anand Sharma, QT For Decision making , Himalaya Publishing House
7. Kalavathi S., “Operations Research”, VIKAS Publications.
8. Aditam B. Rao, Operations Research, Jaico Publishing House

## II Semester

### BUS 2.3. ORGANISATIONAL BEHAVIOUR

- UNIT – I: Organisational Behaviour: Meaning, nature and scope – Key elements in O.B. – Challenges and opportunities for O.B. – Contributing disciplines to O.B. – O.B. Model.
- UNIT –II: Individual: Perception – Process, factors influencing perception, barriers in perceptual accuracy, enhancing perceptual skills. Learning – characteristics, theories and principles of learning. Personality – Stages of Development, determinants of personality, Values and Attitudes and their relevance in O.B. context.
- UNIT – III: Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work of group behaviour. Developing inter-personal skills – Transactional Analysis.
- UNIT – IV: Organisational change: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and disfunctional aspects, stimulating productive conflict, strategies for conflict resolution.
- UNIT- V: Organisational Culture: Definition and characteristics, creating and sustaining culture. Organisational Development: objectives and techniques of Organisational Development.

#### Suggested Books:

1. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill.
2. Stephen P. Robbins, *Organisational Behaviour*, Pearson Education, New Delhi, 2006.
3. Aswathappa.K., *Organisational Behaviour*, Himalaya Publishing House, New Delhi.
4. Donald R. Brown & Don Harwey, *An Experimental Approach to Organisational Development*, Pearson Education.
5. Udai Parek, *Understanding Organisational Behaviour*, Oxford.
6. Archana Tyagi, *Organisational Behaviour*, Excel Books, New Delhi.
7. Dale, *“Organisations & Development”*, Sage Publications.
8. Sarma V. s. Veluri, *Organisational Behaviour*, Jaico Publishing House
9. Paton McCalman, *“Change Management”*, Sage Publications.
10. Venkata Ratnam, *“Negotiated Change”*, Sage Publications.
11. Jai, B.P. Sinha, *“Culture and Organisational Behaviour”*, Sage Publications.
12. Margie, Rajendra Gupta, *“Organisational Behaviour”*, Mc Graw Hill.
13. Snell, Bohlander, Vohra, *“HRM”*, CENAGE Learning.
14. Seijts, *“Cases in Organisational Behaviour”*, SAGE.
15. Arun Kumar N Meenakshi., *Organisational Behaviour*, Vikas Publishing House.

## II Semester

### BUS 2.4: HUMAN RESOURCE MANAGEMENT

- Unit - I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.
- Unit - II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.
- Unit - III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.
- Unit -IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure.
- Unit - V: Quality of Work Life (QWL) – Meaning, conditions, specific issues in QWL, strategies for improvement of QWL.

#### Suggested Books:

1. Aswathappa.K., *Human Resource and Personnel Management*, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Pearson Publications,
3. Edwin B.Flippo, *Personnel Management*, McGraw-Hill
4. Dessler, *Human Resource Management*, 10<sup>th</sup> Edition, Pearson Education.
5. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
6. V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
7. David Lepak, *Human Resource Management*, Pearson Publicaions.
8. Kenneth M. York, *Applied Human Resource Management*, Sage Publications.
9. H. John Bernardin, *Human Resource Management*, Tata McGraw Hill.
10. T.V. Rao, “*Performance Management & Appraisal Systems*”, SAGE Publications.
11. Peter J Dowling, “*International HRM*”, CENAGE Learning.
12. Kaushal H, *Case Study Solutions Human Resource Development*, MACMILLAN.
13. Michael Muller- Camen, *Human resource Management*. Jaico Publishing House
14. Lain Henderson, *Human Resource Management*, University Press

## II Semester

### BUS 2.5: FINANCIAL MANAGEMENT

#### Unit – I:

**FINANCIAL MANAGEMENT:** - Financial Management and the goals of the firm – Organization of finance function – Functions of Financial Manager-Time Value of Money-Agency conflict

#### Unit – II:

**INVESTMENT DECISIONS:** Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

#### Unit – III:

**FINANCE DECISIONS:** Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage.

**CAPITAL STRUCTURE:** Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

**COST OF CAPITAL:** Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

#### Unit – IV:

**DIVIDEND DECISIONS:**– Dividend Theories – Traditional position – Walter's Model – Gordon's Model – M-M Hypothesis.

#### Unit – V:

**WORKING CAPITAL MANAGEMENT:** Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

#### SUGGESTED Books;

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonathan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. "Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
4. Hampton, John J. "Financial Decision Making", Prentice Hall of India (P) Ltd, New Delhi.
5. Salmon, Ezra and Pringle, "An Introduction to Financial Management ", Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K "Financial Management", Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. "Financial Management", Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna "Financial Management", Tata McGraw Hill pub.Co.Ltd, New Delhi.
9. Kulkarni, P.V. "Financial Management", Himalaya Publishing House, Bombay.
10. Maheswari S.N. "Principles of Financial Management", Sultan Chand & Sons, New Delhi.
11. Srivatsava R.M. "Essentials of Business Financial", Himalaya Publishing House,
12. Tulsian, P.C. "Financial Management", S. Chand
13. Alice C Lee, J C Lee, C F Lee "Financial Analysis, Planning and Forecasting", Cambridge University Press.

## **II Semester**

### **BUS 2.6: Marketing Management**

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.

Unit – III: Development of Marketing Offerings Strategy – New Product Development–Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle Management - Brand Management - Packaging.

Unit – IV: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes - Delivering Value: Designing and Managing Value Networks – Channels of Distribution.

Unit – V : Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations : Competitive Marketing Strategies- Emerging Trends in Marketing: Networking Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

#### **Suggested Books**

1. Kotler, Keller, Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning, Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R. Evans & Barry Berman : Marketing, Wiley India, New Delhi.
9. Ramanuj Majumdar , Consumer Behaviour insights from Indian Market, PHI, 2010

## II Semester

### BUS 2.7: Production & Operations Management

**I Production and Operations Management -An Overview :** Operations as a Function - Production Systems - Facilities location - Layout Design - Product and Process Design - Materials Handling - Value Analysis - Operations Strategy – World Class Manufacturing.

**II Operations Planning and Control:** Mass and Batch Production Planning - Projects Planning and Control - Capacity Planning – Optimal Production Strategies: Scheduling – Assignment and Sequencing of Operations - Work Design: Method Study and Work Measurement - Work Sampling.

**III. Maintenance Management:** Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment - Waste Management - Automation — Technology Management.

**IV Materials Management:** An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

**V Quality Management:** Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

#### References:

1. Chary, S.N. Production and Operations Management. New Delhi, Tata McGraw Hill, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, Prentice Hall of India, New Delhi.
4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, Prentice Hall of Indian, New Delhi.
5. Upendra Kachru, “**Production & Operations Management**”, Excel Books.
6. Krishnaswamy. K.N., Cases in Production/Operations Management, Prentice Hall of India, New Delhi.
7. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
8. Pannerselvam R., Production and Operations Management, Prentice Hall of India, New Delhi.
9. Thomas E. Morton, Production Operations Management, Vikas Publishing House, New Delhi.



### III Semester

## BUS 3.1: BUSINESS POLICY AND STRATEGIC ANALYSIS

- UNIT-I Business Policy – Definition, nature, Scope and purpose of Business policy; Concept of Strategic Planning – Strategic Management: Nature, Scope, process and importance - Strategic Decisions, Administrative and Operation decisions.
- UNIT-II Developing vision, mission, goals and objectives, strategy, tactics/policies, importance of corporate Mission statements – their contents and characteristics - some examples – Johnson & Johnson’s credo, ‘HP way’ ‘Sony Spirit’ etc. Defining the concept of strategy – corporate, business and functional level strategy; Intended, Deliberate, Realized, Unrealized and Emergent strategies.
- UNIT-III Strategy Formulation: Strategic tools for analysis and appraisal of External Environment – SWOT analysis; and Structure - Conduct – Performance (S-C-P) analysis; - Industry, competition and competitor analysis – Porter’s five forces model for analysing firm’s opportunities and threats – concept of Hyper Competition.
- UNIT-IV Internal Organisational Analysis – Identification of strengths and weakness of a firm - Resource Based Theory of the firm – Concept of resources, capabilities and competencies, concept of core and distinctive competencies; strategic intent, stretch and leverage, competence - based competition; Porter’s Value Chain Analysis for appraisal of firm’s resource capabilities – Firm’s best Strategic fit.
- UNIT-V Competitive advantage of firm – its Sources: Cost, Quality Innovation and customer responsiveness etc., - Michel Porter’s Business level (or Generic) strategies for competitive advantage: Cost leadership, Differentiation and Focus – Entry and Exit Barriers, Mobility Barriers – Economies of scale, Learning or Experience Curve benefits.

#### Reference Books:

1. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw – Hill, New York, 1965.
2. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi
3. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India, New Delhi.
4. Upendra Kachru, *Strategic Management: Concepts & Cases*, Excel Books, New Delhi.
5. Porter, M.E., *Competitive Strategy*, The Free Press, New York, 1980.
6. Porter, M.E., *Competitive Advantage*, The Free Press, New York, 1985.
7. Glueck, William F. and Lawrence R. Jauch: *Business Policy and Strategic Management*, McGraw- Hill, International Edition.
8. Kazmi, Azhar, “*Business Policy and Strategic Management*”, Tata McGraw Hill, New Delhi.
9. Pearce H., John A. and Richard B. Robinson, Jr. *Strategic Management: Strategy, formulation and implementation*, Richard D. Irwin, New York, 1982.
10. Srinivasan R. *Strategic Management – The Indian Context*, Prentice Hall of India, New Delhi.
11. B.S. Hoti, *Strategic Management and Business Policy*, Wisdom Publications, New Delhi.
12. R. Duare Areland, Robert E. Horskisson, Michael A. Hitt, *Strategic Management*, Lengage Learning (Indian Edition).
13. Thomas L. Wheeler and David Hunger, *Concepts in Strategic Management and Business Policy*, Pearson Education, New Delhi.
14. Arthur A. Thompson Jr., A.J.Strickland III, John E. Gamble, Arun K.Jain, *Creating and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases*, Tata McGraw Hill Publishing Co. Ltd.
15. C. Roland Christensen, Kenneth R. Andrews & Joseph L. Bower, *Business Policy : Text and Cases*, Richard D. Irwin Inc.
16. Dess, G.T. Lumpkin and Alan B. Eisner, *Strategic Management : Text and Cases*, Tata McGraw Hill Publishing Co. Ltd.
17. Robert A. Burgelman, Clayton M. Christensen & Steven C. Wheelwright, *Strategic Management*, Tata McGraw Hill Publishing House.
18. Nitin Balwani, *Strategic Management and Business Policy*, Excel Books, New Delhi.
19. Fred R. David, *Strategic Management ; Concepts and Cases*, Prentice Hall of India (P) Ltd.

### III Semester

#### **BUS 3.2: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM**

- UNIT – I Management Information System: Basic Concepts – Role of MIS – MIS in Business - MIS Developing Process Models - Simon’s Model in Information System – MIS and Security Challenges – Major Trends in Information Technology.
- UNIT-II Managerial Decision Making: Decision Making Process – Relationship between Decision-Making and MIS –Group Decision Making - Integrating Managerial Levels and Functional areas by MIS-Components of Information System-Organization System Versus MIS.
- UNIT –III System and Design: Systems Development Initiate - Different Methodologies – System Life Cycle Design - Prototype Approach - Detailed Study on Life Cycle System – System Implementation.
- UNIT –IV Decision Support System: Definitions of DSS – Architecture of DSS - Scope of DSS - Characteristic and Capabilities of DSS - Components of DSS – Modules in DSS- Classification of DSS - DSS Tools – DSS Generators – Steps in Designing a DSS.
- UNIT – V Database Management System: Sources of Data – Architecture of Database Management System - Data Models- Design of Database – Implementation - DGMS – Case study –Design of MIS and DSS system.

#### **References:**

1. Jawadekar, Management Information System, Tata McGraw Hill, New Delhi.
2. Arora, Management Information System, Excel Books, New Delhi.
3. C.S.V. Murthy , Management Information System, Himalaya Publishing House, Mumbai.
4. Mallach, Decision Support and Data Warehouse Systems, McGraw Hill Co., New Delhi.
5. Keen Peter G.W.: Decision Support System: An Organisational Perspective, Addison-Wesley Pub.
6. Theierauff, Robert J. Decision Support System For-effective Planning, Prentice Hall, New Delhi.
7. G.V.Satya Sekhar, Management Information System, Excel Books, New Delhi.
8. Krober, Donald W., and Hugh J. Watson, Computer Based Information System, New York.
9. Davisl. Michael W.A. Management approach – Mc Milan Publishing Company, Prentice Hall, New Jersey.
10. Andrew P., Decision Support System Engineering, Sage John Wiley & Sons, New York.
11. Leod, Raymond Me JR, Management Information Systems, Mc Milan Publishing Company, New York, 1993.
12. Turban, Efrain Decision Support and Expert Systems – Management Perspective – Mc Milan Publishing Company, New York, 1988.
13. Janakiram Y and Surukesi: Decision Support Systems, Prentice Hall of India, New Delhi.
14. Sadagopan: Management Information Systems, Prentice Hall of India, New Delhi
15. Mudricksrss, Cluget: Information Systems for Modern Management, Prentice Hall of India, New Delhi.
16. Goyil D.P., Management Information Systems, MACMILLAN.
17. Nirmalya Bagchi, Management Information Systems, Vikas Publishing House Pvt Ltd

### III Semester

## BUS 3.3: BUSINESS ETHICS & CORPORATE GOVERNANCE

**Unit-I: Concept of Ethics:** Sources – Values – Codes of Conduct – What is an Ethical Issues? – Ethical theory and its applications to Business / Morality and Ethical Theory – Ethical Management – love and reverence in work and life – strengthening personal and organizational integrity – the spiritual core of leadership.

**Unit-II: Business Ethics:** Introduction to Business Ethics – Ethics, Morals and Values – Conflicts in Decision Making from Business – Legal and Moral Points of View; Analyzing Ethical Problems – Economic, Ethical and Legal Aspects – Managerial Ethics and Individual Decisions – Ethical Analysis – Ethical Dilemmas & Personal Career.

**Unit-III: Corporate Responsibility:** A Historical Perspectives from Industrial Revolution to Social Activism – The Nature of Ethics in Management – Ethical Problem as Managerial Dilemmas – Conflict Between Economic & Social Performance – Complexity of Ethical Issues – Typical Problems in Business Ethics – Pricing – Advertising – Product Promotion – Working Conditions – Consumer Service – Downsizing Workforce – Environmental Pollution & Supplier Relations.

**Unit-IV: Corporate Governance:** Nature and Evaluation of Corporate Governance – Global and National Prospective, Why Governance? – Claims of Various Stake Holders – Owners, Employees, Customers, Creditors, Suppliers, Community, and Government – Business Standards and Values – Anticipating & Avoiding Unethical Consequences Selecting Ethical Goals – Value Orientation of the Firm.

**Unit V: Corporate Governance – Global Scenario:** Corporate Governance – Global Practices – Cadbury Report, OECD Committee Recommendations & SEBI Committee Recommendations – Corporate Governance Role & Responsibilities of Directors and Shareholders; Dilemmas facing directors – Defining Good Corporate Conduct – Increasing Expectation from Directors.

#### BOOKS:

1. Satheesh Kumar, Corporate Governance, Oxford University Press
2. Prabakaran S, Business Ethics and Corporate Governance, Excel
3. AB Rao, Business Ethics and Professional Values, Excel
4. Fernando, Business Ethics: an Indian Perspective, Pearson
5. Weiss, Business Ethics Concepts and Cases, Cengage
6. Murthy CSV, Business Ethics, Himalaya
7. Bob Tricker, Corporate Governance, Oxford

### **III Semester Finance Specialization**

#### **BUS 3.1 F: INTERNATIONAL FINANCIAL MANAGEMENT**

- UNIT-I International Finance and Multinational Business Firms: Evolution and Scope of International Finance – International Financial Functions - Goals of International Financial Management – Motives for International Investments - International Monetary System.
- UNIT – II Foreign Exchange Markets: Major Participants – Exchange Rate Mechanism - Determination and Forecasting of Exchange Rates - Quoting Foreign Exchange Rates - Fixed vs. Flexible Exchange Rate Regimes - Measurement and Management of Foreign Exchange Exposures.
- UNIT– III International Capital budgeting: International Project Appraisal Techniques – Adjusted Present Value – Risks in Cross boarder Investment decisions - Cost of Capital for foreign Investments and Financing Decisions of a Global Firm.
- UNIT–IV Management of Working Capital at International Perspective: Cash Management, Management of Receivables and Inventory Management of a Global Firm - Financing Strategies of Current assets.
- UNIT-V Global Financial Markets – International Equity Market – International Bond Market - International Debt Instruments - Euro Markets – International Financial Institutions.

#### **References:**

1. Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.
2. Bhalla V.K., International Financial Management, Anmol Publications, New Delhi.
3. Eiteman, David K., Arthur I. Stonehill and Michael H. Moffett, Multinational Business Finance, Addison Wesley, New Delhi.
4. Ephraim Clark., International Financial Management, Cengage, New Delhi.
5. Eun Cheol S., Bruce G., Resnick, International Financial Management, Tata McGraw Hill, New Delhi.
6. Sailaja, G., International Finance, Universities Press.
7. Jeff Madura. International Financial Management, Cengage, New Delhi.
8. Reid W.Click and Joshua D Coval., Theory and Practice of International Financial Management, Prentice Hall of India, New Delhi.
9. Shapiro, Alan., Multinational Financial Management, Prentice Hall of India, New Delhi.
10. Thummuluri Siddaiah, International Financial Management, Pearson, New Delhi.
11. Vyuptakesh Sharan, International Financial Management, Prentice Hall of India, New Delhi

### **III Semester Finance Specialization**

#### **BUS 3.2 F: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

- UNIT –I Investment: Nature of Investment – Objectives of Investment- Investment Process - Investment Environment – Investment Alternatives -Securities Issues and Trading.**
- UNIT – II Concept of Risk and Return — Risk-Return Trade-off — Types of Risks — Measurement of Risk and Return - Financial Arithmetic for Equity and Bonds.**
- UNIT- III Security Valuation: Approaches to Valuation – Basic Valuation Models – Equity Valuation - Preference Share Valuation - Valuation of Bonds/Debentures - Risk Management in Bonds - Bond Duration.**
- UNIT- IV Security Analysis: Fundamental Analysis – Economy, Industry and Company analysis – Credit Rating -Technical Analysis: Tools and techniques – Dow Theory - Elliot Wave Theory - Technical Indicators.**
- UNIT-V Capital Market Theory: Efficient Market Hypothesis – Random Walk Theory - Capital Asset Pricing Model (CAPM) -Arbitrage Pricing Theory (APT).**

#### **References:**

1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis, McGraw Hill, New York.
5. Huang, Stanley S C and Randall, Naury R. Investment Analysis and Management, Allyn and Bacon, London.
6. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,
7. Prasanna Chandra: Investment Management, Tata McGraw Hill Publishing House, New Delhi.
8. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
9. Ranganathan, M. and Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
10. Steven E. Bolton: Security Analysis and Portfolio Management, Rinehart and Winston Inc.
11. Dhanesh Khatri, Security Analysis and Portfolio Management, MACMILLAN, 2010.

## **III Semester Marketing Specialization**

### **BUS 3.1 M: ADVERTISING & BRAND MANAGEMENT**

#### **Unit 1: Introduction:**

Meaning, Scope and objectives of Advertising- 5 Ms of Advertising – Socio- Cultural and Ethical dimensions of Advertising –Recent trends in Advertising – Advertising Copy : Meaning, essentials of Good Advertising Copy; Message Strategy – Copy writing for various Media - Creativity in Advertising

#### **Unit II : Advertising Media**

Planning & Strategy – Types of Media – Electronic Media; Print Media; Outdoor Media – Media Scheduling Decisions – Media Mix Decisions – An Overview of Media Scenario in India

#### **Unit III : Advertising Budgets & Agencies**

Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Agencies – Media Companies and Supporting Organizations – Advertising Effectiveness

#### **Unit IV : Concept of Brand**

Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution

#### **Unit V : Brand Equity**

Brand Loyalty – Brand Equity – Brand Personality – Building Brands – Brand Extension Strategies – Brand Positioning – 3Cs of Positioning – Competitive Positioning

#### **Books Suggested;**

1. George, E. Belch & Michael A Belch, Advertising & Promotion, Tata Mc Graw Hill
2. Chunawala SA, & KC Sethiya, Fundamentals of Advertising – Theory & Practice, Himalaya
3. Lane, Advertising Procedures, Pearson
4. Rajesh C. Jampala and P. Adi Lakshi, Advertising and brand Management, Duvvuri
5. Harsh V.Varma, Brand Management, Text & Cases, Excel Books
6. Mathur, UC, Product & Brand Management, Excel Books
7. Chunwala, Brand Management, Himalaya
8. Tapan K. Panda, Building Brands, Excel Books

## **III Semester Marketing Specialization**

### **BUS 3.2 M: CRM AND RELATIONSHIP MARKETING**

UNIT-I: Customer Relationship Management – Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

UNIT-II: Customer Relationship Survey Design – Statistical Analysis of Customer Surveys – Using Customer Relationship Survey Results.

UNIT-III: Relationships in Marketing – Relationship Concepts – Relationship Drivers – Lasting Relationships.

UNIT-IV: Customer Partnership – Internal Partnerships – Supplier Partnerships – External Partnership.

UNIT-V: The Technological Revolution – Relationship Management – Changing Corporate Cultures.

#### **Reference:**

1. John Egan, "Relationship Marketing, Exploring Relational Strategies in Marketing", Prentice Hall.
2. John Anton, "Customer Relationship Management", Prentice Hall.
3. Jagdish N Sheth and Stul Parvatiyar, "Handbook of Relationship Marketing", Response Books, 2002.
4. Anderson, "Customer Relationship Management", Tata McGraw Hill, 2002.
5. David Strutton; Lou E. Pelton; James R. Lumpkin, "Marketing Channels: A Relationship Management Approach", McGraw-Hill Higher Education.
6. Christopher, Martin, "Relationship Marketing", Science & Technology Books.

## III Semester HRM Specialization

### BUS 3.1 H: MANAGEMENT OF INDUSTRIAL RELATIONS

#### Unit -I:

**Industrial Relations:** Concept, Objectives & Importance, Evolution and growth of Industrial Relations in India, Approaches to Industrial Relations, Factors influencing Industrial Relations, Recent trends in Industrial Relations.

#### Unit –II:

**Trade Unionism:** Concept & Importance, Functions of Trade unions, Role played by trade unions in promoting good Industrial Relations, Problems of Trade Unions ,Recognition of Trade Unions, Recommendations of NCL for strengthening Trade Unions, Essentials for success of Trade Unions.

#### Unit –III:

**Collective Bargaining and Worker’s Participation in Management:** Concept, Importance and Objectives of Collective Bargaining, Process of Collective Bargaining, Prerequisites for success of Collective Bargaining, Productivity Bargaining.

**Worker’s Participation in Management-** Concept, Importance, Forms of Worker’s Participation in Management in India, Evaluation of Worker’s Participation in Management, and Conditions for success of Worker’s Participation in Management.

#### Unit –IV:

**Grievances and Discipline:** Causes of Grievances, Grievance procedure, Machinery available for redressal of Grievances, Prerequisites of a Grievance procedure.

**Discipline:** Forms of Discipline, Causes of Indiscipline, Types of Punishments, Measures for dealing with indiscipline.

#### Unit –V:

**Industrial Disputes:** Meaning, Nature and Scope of Industrial Dispute, Causes and Consequences of Industrial Disputes, Prevention and settlement of Industrial Disputes in India, Industrial Disputes act of 1947.

#### References:

- Venkata Ratnam, “*Globalization and Labour Management Relations*”, SAGE.
- C.B.Memoria, “Dynamics of Industrial Relations”, Himalaya Publishing House.
- Arun Monappa, Industrial Relations, Tata McGraw Hill.
- S.K.Bhatia, “International Practices in Industrial Relations”, Deep & Deep Publications.
- B.D.Singh, “Industrial Relations”, Excel Books.
- P.Subba Rao, “Essentials of HRM and IR”, Himalaya Publishing House.
- Sinha, “Industrial Relations”.
- Niland J.R etc., “The Future of Industrial Relations”, New Delhi Sage Publications.
- Kochan.T.A.&Katz Henry, “Collective bargaining and Industrial Relations” Homewood 2<sup>nd</sup> Edition, Illinois
- Arora .M, “Industrial Relations”,Excel Books.
- Sri Vastava S.C., “Industrial Relations and Labour Laws”, Vikas Publishing.
- A.M. Sarma, Industrial Relations, Himalaya Publishing House



## III Semester HRM Specialization

### BUS 3.2 H: MANAGEMENT TRAINING & DEVELOPMENT

#### Unit I

**Training & Development:** Definition, Importance, Need & Objectives of Training and Management Development, Benefits of Training, Skills and Qualities of effective trainer, Current Training and Development Practices-National and International Perspective.

#### Unit II

**Training Need Assessment:** Stages in Training Process, Training need analysis, Identification of Training needs, Steps to Conduct Training Needs Assessment.

#### Unit III:

**Designing the Training Programme and Learning Process:** Instructional Objectives and session Plan, Training process, key factors in Designing a Training Programme.

**Learning Process** - Principles of Adult Learning, Learning Principles, Learning Patterns & Problems, Learning Curves.

#### Unit IV

**Methods of Training and Development & Training aids:**

On- the -job methods, Off –the-job-methods of Training

Training Material and aids- Non Projected aids, Projected aids and field work.

#### Unit V

**Evaluation of Training:** Ascertaining the reactions of the participants, Measuring training effectiveness and impact, Types of evaluation techniques, Costing training programmes.

#### References:

- T.V.Rao, “**Human Resource Development**”, SAGE
- Dale, “**Organisation & Development**”, SAGE
- Dr.B.Rathan Reddy, “**Effective Human Resource Training and Development Strategy**”, Himalaya Publishing House.
- P.Subba Rao, “**Essentials of HRM and IR**”, Himalaya Publishing house.
- Penny Hackett, “**Introduction to Training**”, University Press
- Michael Jinks, “**Training**”, Blandford Press.
- John .H.Proctor & M.William, “**Training : A Handbook for Line Managers**”
- Linton R, Pareek.U. “**Training for Development**”, Vistaar , NewDelhi.
- P.L.Rao,” **Training & Development**”, Excel Books, New Delhi.
- Satish Pai, S.Ravi Shankar, “**Management Development Skills for Excellence**”, Himalaya Publishing House.
- Ramprasada Rao, Singh, “**Organisational Development**”, SAGE.
- Steve Fleetwood and Anthony Hesketh, Explaining the Performance of Human Resource Management, Cambridge University Press

## IV Semester

### BUS 4.1 CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

- UNIT-I Evolution of Corporate Strategic Management – Concept of Strategic Management and its importance – Strategic Management Model: Stages of Strategic Management – Strategy Formulation, Execution, Evaluation and Control; Top Management (CEO and Board of Directors) functions – Long term objectives, their setting and criteria; Corporate Social Responsibility (CSR) – Corporate Governance.
- UNIT-II Strategic option models for resource allocation – concept of Strategic Business Units (SBUs) – BCG Growth – Share Matrix; GE/ McKinsey Multi-factor Portfolio Planning Matrix; Bodnet Market Evolution Matrix.
- UNIT-III Corporate level (or Grand) strategies: Stability, Expansion, Divestment and combination strategies; Types of Expansion strategies – I) Intensification strategies: Market Penetration, Market Development and Product Development – ii) Diversification strategies: vertically integrated, concentric and conglomerate diversification strategies and their importance.
- UNIT-IV Strategies for Growth: Start-ups, Mergers, Acquisitions, Takeover, Joint Ventures and Strategic Alliances – Some recent case studies of Growth strategies – Turnaround Management Strategies.
- UNIT-V Strategy Execution (or implementation): Strategy and Structure; Strategy and Leadership; Strategy and Culture; Organisational performance – 7s framework: strategy, structure, system, skills, styles and shared values; The concept of Balanced Score Card – Triple Bottom-Line approach
- Strategy Evaluation and Control – purpose of strategic control; strategic, budgetary and operational control; Strategic control process; Strategic Audit.

#### Reference Books:

1. Ansoff H. Igor, *Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion*, McGraw – Hill, New York, 1965.
2. Andrews, Kenneth R., *The Concept of Corporate Strategy*, Dow – Jones – Irwin, Homewood (Illinois), 1971.
3. Bhattachary, S.K. and N. Venkataraman: *Managing Business Enterprises: Strategies, Structures and Systems*, Vikas Publishing House, New Delhi.
4. Glueck, William F. and Lawrence R. Jauch: *Business Policy and Strategic Management*, McGraw- Hill, International Edition.
5. Kazmi, Azhar: *Business Policy and Strategic Management*, Tata McGraw Hill, Delhi.
6. Nitin Balwani, *Strategic Management & Business Policy*, Excel Books, New Delhi.
7. Hamel, G. and C.K. Prahalad, *Competing for the Future*, Harvard Business School Press, Boston, 1994.
8. Srinivasan R. *Strategic Management – The Indian Context*, Prentice Hall of India, New Delhi.
9. Vipin Gupta, Gollakota & Srinivasan, *Business Policy and Strategic Management – Concepts and Applications*, Prentice Hall of India, New Delhi.
10. Gupta N.S, *Business Policy and Strategic Management – Text and Cases*, Himalaya Publishing House, New Delhi.
11. Larry Bossidy & Ramcharan with Charles Burack, “*B.I. Execution: The Discipline of Getting Things Done*”, Random House, Newzeland, 2002.
12. Robert Swaim, The Strategic Drucker : *Growth Strategies and Marketing Insight from the works of Peter Drucker*, Times Group Books.
13. Henry Mintzlers, Bruce Ahlstrand & Joseph Lampel, *Strategy Safari : Your Complete Guide Through the wilds of Strategic Management*, Prentice Hall of India.
14. Gerry Johnson & Kevan Scholer, *Exploring Corporate Strategy: Text and Cases*, Prentice Hall of India.
15. Michael A. Hitt, R.D. Ireland & Robert E. Hoskisson, *Strategic Management : Competitiveness and Globalisation; Concepts and Cases*, South-Western College Publishing.
16. Jay B. Barney, *Gaining and Sustaining Competitive Advantage*, Pearson Education, New Delhi.
17. Gordon Walker, *Modern Competitive Strategy*, Tata McGraw Hill Publishing Co. Ltd.
18. Arnoldo C. Hax & Nicolas S. Majluf, *The Strategy Concept and Process : A Pragmatic Approach*, Pearson Education, New Delhi.
19. David Dranove and Sonic Marciano, *Kellogg on Strategy ; Concepts, Tools and Frameworks for Practitioners*, Wiley India.

#### Journals:

Harvard Business Review  
California Management Review  
Indian Management

## IV Semester

### BUS 4.2: KNOWLEDGE MANAGEMENT

**Unit-I: The Knowledge Economy:** Leveraging Knowledge, Data-Information-Knowledge-Wisdom relationship, Organizational Knowledge, Characteristics and Components of Organizational Knowledge-Building Knowledge Societies-Measures for meeting the challenges of implementing KM Programmes.

**Unit-II: Knowledge Management and Information Technology:** Role Information Technology in Knowledge Management Systems, Knowledge Management Tools, Creative Effective Knowledge Management System through Information Technology, ERP and BPR, Data Warehousing and Data Mining.

**Unit-III: Future of Knowledge Management and Industry Perspective:** Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.

**Unit-IV: The Knowledge Process:** Universal appeal, Stages of KM Process, Knowledge Capital Vs Physical Capital, Customer Relationship Management, Business Ethics and KM, The Promise of Internet and the Imperatives of the New Age.

**Unit-V: Implementation of Knowledge Management:** Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet Platforms, Web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India – Role of Knowledge Management in Organizational Restructuring – The Mystique of a Learning Organization.

#### References:

1. Mattison: Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2009
2. Becerra Fernandez: Knowledge Management: An Evolutionary View, PHI, 2009
3. Fernando: Knowledge Management, Pearson, 2009
4. B.Rathan Reddy: Knowledge Management, Himalaya, 2009
5. Tapan K Panda: Knowledge Management, Excel, 2009
6. Barnes: Knowledge Management Systems, Cengage, 2009
7. Tiwana: The Knowledge Management too Kit, 2/e, Pearson Education, 2009.
8. Warier: Knowledge Management, Vikas Publishing House, 2009
9. Sislop: Knowledge Management, Oxford University Press, New Delhi, 2009.
10. Dehowski: Knowledge Management, Wiley Student Edition, Wiley India, 2007.
11. Donald Hislop, Knowledge Management, Oxford, 2010.

## IV Semester

### BUS 4.3: GLOBAL BUSINESS

**UNIT –I: International Business:** An overview, Types of international business, International Business Environment – The external environment: The Economic and Political Environment, The Human Cultural Environment; Influence on Trade and Investment Patterns.

**UNIT –II: Country Evaluation and Selection:** Modes of entry – Licensing, Joint Ventures and Export Management; Export Promotion and Import Substitution.

**UNIT –III: Balance of Payments Accounts:** Foreign Exchange Market Mechanism – Exchange Rates – Global Competitiveness; Technology & Global Competition – Role of MNCs in International Business.

**UNIT –IV: International Economic Institutions Agencies and Agreements:** Regional Trading Arrangement – The European Union and NAFTA – An Overview of WTO, IMF and IBRD & OPEC – Policy Implications of Barriers to Trade – Debate on Trade Policy i.e. Free Trade Vs Protectionism.

**UNIT –V: Functional Operations Management:** International Marketing Strategy – International HR Management Strategy – International Operations Management Strategy – International Financial Management Strategy.

#### Suggested Books:

1. Francis Cherunilam, International Business, PHI.
2. Bhattacharya, International Business, Excel Books, New Delhi.
3. John D.Daniels & Lee H. Radebaugh., International Business, Pearson Education.
4. P. Subba Rao, International Business, Himalaya Publishing House.
5. R. Chandran, International Business, Jaico Publishing House
6. Vyuptakesh Sharam, International Business, Pearson education, 2006.
7. K.Asathappa, International Business, Tata McGraw-Hill, 2006.
8. Bhalla Madhava. V.K., International Business, New Delhi.
9. Shukla, International Business, Excel Books, New Delhi.
10. Sundarmos Black; International Business Environment, Prentice Hall of India.
11. Ramesh Mohan Joshi, International Business, Oxford University Press
12. Pradip Kumar Sinha, Sanchari Sinha, International Business Management, Excel Books

## IV Semester Finance Specialization

### BUS 4.1 F: FINANCIAL DERIVATIVES

- UNIT-I Introduction: Financial Derivatives – Products and Participants in Derivative Markets - Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.
- UNIT – II Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities.
- UNIT-III Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.
- UNIT-IV Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility.
- UNIT – V Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

#### **References:**

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
4. John C. Hull: Options, Futures and Other Derivatives, Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
7. Sundaram Janakiramanan, Derivatives and Risk Management, Pearson, New Delhi.
8. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
9. Rene M. Stulz., Risk Management & Derivatives, Cengage, New Delhi.
10. Satyanarayana Chary T., Financial Derivatives, Excel Books, New Delhi.
11. Siddaiah Thumuluri Siddaish International Financial Management, Pearson, New Delhi.
12. Jean-Philippe Bouchaud and Marc Potters, Theory of Financial Risk and Derivative Pricing from Statistical Physics to Risk Management, Cambridge University Press

## IV Semester Finance Specialization

### BUS 4.2 F: MANAGEMENT OF FINANCIAL SERVICES

- Unit – I: **Financial Services:** An Overview – Meaning and Concepts – Scope and Features – Classification – Growth and Problems of Financial Services Sector – Distinctiveness of Financial Services – Role of Financial Services in Economic Development.
- Unit – II: **Merchant Banking:** Meaning – Origin – Functions – Services – Problems – Code of Conduct – SEBI Guidelines – Credit Rating: Objectives – Types – Rating Methodology – Credit Rating Agencies – SEBI Guidelines.
- Unit –III: **Mutual Funds:** Concept – Significance – Classification – Merits and Problems – Performance Evaluation – SEBI Guidelines; Factoring: Meaning – Types – Functions, Factoring Vs. Forfeiting – Securitization.
- Unit –IV: **Venture Capital:** Origin and Concept – Features – Scope – Significance – Venture Capital Institutions in India – SEBI Guidelines.
- Unit – V: **Lease Financing:** Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision – Hire Purchasing: Concepts – Salient Features – Leasing Vs. Hire Purchasing – Tax aspects of Hire Purchasing (Problems & Case).

#### Suggested Books:

1. Khan M.Y., *Financial Services*, Tata McGraw Hill Education Private Limited, New Delhi.
2. Vasant Desai, *Financial Markets and Financial Services*, Himalaya Publishing House, Mumabi.
3. Siddiah, T., *Financial Services*, Pearson
4. Tripaty Nalini Prava, *Financial Services*, Prentice Hall of India, New Delhi.
5. Guruswamy.S, *Financial Services*, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
6. V. Avadhani, *Financial Services in India*, Himalaya Publishing House, Mumbai, 2009.
7. Rajesh Kothari, “*Financial Services in India*”, SAGE.
8. Ennew, *Financial Services marketing*, Elsevier

## IV Semester Finance Specialization

### BUS 4.3 F: PORTFOLIO MANAGEMENT

- UNIT –I Introduction: Portfolio Analysis – Traditional Vs. Modern Portfolio Analysis - Risk and Investor Preferences -Measurement of Portfolio Risk and Return - Diversification of Risk.
- UNIT – II Portfolio Selection: Traditional Portfolio Selection - Markowitz Portfolio Model – Sharpe Single Index Model - Portfolio of Two and Three Securities.
- UNIT – III Portfolio Performance Evaluation: Methods of Performance Evaluation - Sharpe's - Treynor's and Jensen's Measure for Portfolios Performance - FAMA's Decomposition.
- UNIT – IV Performance Evaluation of Managed Portfolios: Mutual Funds – Exchange Traded Mutual Funds - Net Asset Value - Methods of Computing Portfolio Return – Evaluating Fund Performance.
- UNIT-V Portfolio Revision: Techniques of Portfolio Revision - Portfolio Revision Strategies - Formula Plans - Corporate Portfolio Management in India.

#### References:

1. Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fischer, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Herry. M. Markowitz., Portfolio Selection - Effective Diversification of Investments, John Wily, New York.
5. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,
6. Parthieswara Rao.B., Portfolio Management, Excel Books, New Delhi.
7. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
8. Ranganathan, M. and Madhumathi, R., Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
9. Steven E. Bolton: Security Analysis and Portfolio Management, Rinehart and Winston Inc.
10. William F Sharp., Portfolio Theory and Capital Markets, McGraw Hill, New York.

## **IV Semester Marketing Specialization**

### **BUS 4.1 M: GLOBAL MARKETING MANAGEMENT**

- Unit-1: Introduction – The concept of global marketing – Importance, Growth and Benefits – Scope and Challenge of international marketing – The dynamic environment of international marketing.
- Unit-2: Developing Global Marketing strategies – Global marketing management –Planning and Organisation – International Marketing Information System and Research – Understanding Global Consumers – Cultural Dynamics in assessing Global markets.
- Unit-3: International product policy – Product positioning in foreign market – Product standardization and Adoption – Brands, Trademarks, Packaging and Labeling – International marketing of services – International product pricing policy – Export pricing –Pricing for international markets.
- Unit-4: International promotional policy – International advertising – Developing International advertising strategy – International sales force and their management – Other forms of promotion for global markets.
- Unit-5: Overseas marketing channel policy – Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in International marketing – Future prospects in International marketing.

#### **References:**

1. Warren J. Keagan, Mark Green, Global Marketing 3/e, Prentice Hall.
2. Philip R. Cateora, John Graham, International Marketing, Irvine – Sage Publications.
3. R.Srinivasan, International Marketing, Prentice Hall.
4. S.A.Sherlekar, S.A.Sherlekar, Global Marketing Management, Himalaya publishing House.
5. R. Srinivasan, International Marketing, Prentice Hall India.
6. Francis Cherunilam, International Marketing, Himalaya



### III Semester Marketing Specialization

## BUS 4.2 M: LOGISTICS & SUPPLY CHAIN MANAGEMENT

Unit:1 Understanding logistics and supply chain management: Concept of Logistics and Logistics management – scope and importance of Logistics management – Objectives of logistics management – types of Logistics – mission statement of Logistics – definition of supply chain – importance of supply chain management – decision phases in supply chain – process view of supply chain – drivers of supply chain.

Unit :II Customer & Competitive orientation: Customer service definition – elements of customer service – importance of Logistics & supply chain management for customer service – customer service driven logistics system – value added services – supply chain and competitive performance – concept of bench marking – competitive bench marking – benefits of bench marketing – competitive priorities – competitive strategies – gaining competitive advantage through logistics.

Unit :III Decisions of Logistics & Supply chain management : Forecasting general factors and techniques – sourcing decisions in supply chain management – sourcing strategies – transportation decisions – transport infrastructure – suppliers of transportation services – warehousing decisions – storage functionality and principles – develop the warehousing resources – Material handling – different material handling systems – packaging – perspectives – damage protection – material handling efficiency.

Unit: IV Logistics Organisation and system design: Logistical organisational development – different stages of organisation – logistics environment – logistics reengineering – reengineering procedure – time based logistics – alternative logistics strategies – time based control techniques – Issues and challenges of organisation .

Unit V: Global logistics – Logistics in global economy – global supply chain – problems and challenges of global logistics and supply chain management – concept of outsourcing and contract manufacturing – Global supply chain management Vs. domestic supply chain management – global logistics strategies.

### References:

- 1.Donald J.Brower and David J.Closs,Logistical Management – The Integrated Supply Chain Process – Tata Mc Graw Hill Pub.Co.Ltd., New Delhi 2008 Reprint (Unit:II,III,IV).
- 2.Narayan Rangaraj, G.Raghuram and Mandyam M.Srinivasan – Supply Chain Management for Competitive advantages – Concepts and Cases ,Tata Mc Graw Hill Companies,New Delhi 2009. (Unit II & Cases).
3. Janath shah, Supply Chain Management, Pearson.
- 4.Anura saxena, Logistics & Supply Chain anagement, Jaico Publishing.
- 5..K.Shridhara Bhat, Logistics and Supply Chain Management, Himalaya Pub.House ,ND,Sept,2007.(I,II,V)
6. Rajashekar, B., Logistics and Supply Chain Management, Excel Books.
- 7.Sunil Chopra,Peter meindl,Supply Chain Management,3<sup>rd</sup> Edition,2007 PHI .
- 8.B.S.sahay, Supply Chain Management 2<sup>nd</sup> Editon,2004,Macmillan India ltd.
- 9.Raghuram G&N.Rangaraj (2000) Logisticsand Supply hain Management:cases and concepts, Mac Millian.
10. N. Chandrashekar, “Supply Chain Management”, Oxford University Press.
11. Ling Li, “Supply Chain Management”, Cambridge University Press.

## IV Semester Marketing Specialization

### BUS 4.3 M: RURAL & AGRICULTURAL MARKETING

**Unit-1: Overview of Rural Markets and Rural Marketing:**

Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets – Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing. Classification of Rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism.

**Unit-2: Marketing Information Systems**

Concepts and significance – Internal Reporting Systems, Marketing Intelligence Systems, Rural Marketing Research, Rural Market Survey. Concepts and process, Segmentation– Bases, Targeting, Positioning.

**Unit-3: Strategies for Indian Rural Marketing**

Product Strategy — Scope and significance, Product mix decisions, Product personality, Rural Branding, Product Life Cycle, Pricing in Rural Markets, Objectives, policies and Strategies, Rural Distribution—Type of Channels, Distribution Strategies, Promotion — Role of Media in rural market, Conventional Media, Rural communication mix, Media and Creative Strategies, Personal selling — Role and management of rural sales force.

**Unit-4: Agricultural Marketing**

Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing. Classification of markets,

**Unit-5: Role of Government Agencies**

Government intervention in Marketing System- Regulated markets — role and problems- State Trading-Cooperative Marketing-Overview of NAFED-NCDC-PDS-FCI-National Institute of Agricultural Marketing

**References:**

1. Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
2. Habeeb-Ur-Rahman KS, Rural Marketing in India, Himalaya 2010
3. Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
4. U.C. Mathur, Rural Marketing, Excel Books
5. Velayudhan, Sanal Kumar; Rural Marketing; Sage
6. Ruchika Ramakrishnan; Rural Marketing; New Century

## **IV Semester HRM Specialization**

### **BUS 4.1 H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

#### **UNIT-1**

Concepts of International Management – What is IHRM- Nature of IHRM-Domestic and IHRM Issues in IHRM, Barriers to effective Global HRM, Role of International Firms .Implications for Human Resource Management Policy.

#### **UNIT-2**

Socio –Cultural contexts- Cultural Dimensions Determinants of cultural sensitivity, Factors in International Career Choice- Women and Expatriation-Cross Cultural theories, Communication and negotiations. Cross cultural problems –Organisational culture and International Joint Ventures and International Joint Ventures and cultural problem.

#### **UNIT-3**

International Staffing: International Labour and market sources-PCN's ,TCN's, HCN's , Approaches to staffing, Role of an expatriate and non-expatriate , Role of Corporate HR function – International Joint ventures and implications for the management of Joint ventures.

#### **UNIT-4**

Issues I n International Industrial Industrial Relations-Trade Unions and International Industrial Relations Response of Trade Unions to MNCs , Regional Integration- NAFTA, EU, ASEAN, Social Dumping

#### **Unit-5**

Training and Development, Performance management, Compensation and Benefits, IHRM- Issues, trends and future Challenges.

#### **Books for Reference:**

1. Peter J.Dowling, Denice E.Welch –“*International Human Resource Management-Cengage Learning*”.
2. P.L. Rao, *International Human Resource Management Texts and Cases*- Excel Books.
3. Monir H. Tayeb- *International Human Resource Management-A multinational Perspective*-Oxford University Press.
4. Chiris Brewster, Paul Sparrow, Guy Vernon, International Human Resource Management, Universities Press,
5. Edwards, International Human Resource Management, Pearson Publications.
6. Gupta S.C., International Human Resource Management, MACMILLAN.

## IV Semester HRM Specialization

### BUS 4.2 H: PERFORMANCE & COMPENSATION MANAGEMENT

#### UNIT-1

Introduction to Performance Management , Performance Analysis , PMS and Appraisal Practices In India, PMS in select organizations- Potential Appraisal.

#### UNIT-2

Introduction to Compensation Management-Foundation of Compensation Management, Need , Significance, Theories of Compensation Management , Job Analysis and Job evaluation , Compensation and Job evaluation.

#### UNIT-3

Performance Linked Compensation, Managing Performance, Rewarding Performance. Incentive Schemes/Payment-By-Result , Wage-Design, Wage-Fixation, Wage - Differentials.

#### UNIT-4

Wages and Salary Administration at Macro(National Level), Industry's Compensation Policy(Micro level) Voluntary Retirement Scheme , International Compensation Management.

#### UNIT-5

Compensation Administration, Executive Compensation –Nature of Executive Compensation, Managing executive compensation, Compensation management - Strategic perspective.

#### Books for Reference:

1. Tapomoy Deb-Compensation Management, Text and cases ,Excel Books
2. Mousumi S.Bhattacharya, Nilanjan Sen Gupta, Compensation Management-Excel Books
3. Bhattacharya DK, Compensation Management, Oxford 2009
- 4.Soni Shyam Singh-Compensation Management-Excel Books
5. T.V.Rao Performance Management and Appraisal Systems-Response Books-A Division of Sage Publications.
6. B.D. Singh, Compensation and Reward Management-Excel Books.
7. Michael Armstrong, *Employee Reward*, Universities Press.
8. Augunis, Performance Management, 2<sup>nd</sup> Edition, Pearson Publication
- 9, Michael Armstrong, Employee Reward, University Press

## **IV Semester HRM Specialization**

### **BUS 4.3 H: HRD: STRATEGY & SYSTEMS**

#### **UNIT-1**

HRD Overview-Concept, need, Scope, Objectives/goals – importance, HRD at Micro and Macro Levels. Role of HRD manager, HRD process, A journey of HRM to HRD, HRD practices-HRD in changing scenario, Future of HRD.

#### **UNIT-2**

Framework for HRD – Assessing HRD needs, Designing Effective HRD programs, Implementing HRD programs-evaluating HRD programs.

#### **UNIT-3**

HRD Applications –Career concepts, Stages and models of career development –Balanced Scorecard, Quality of Work life, Quality Circles, Organisational Development and Change-HRD climate.

#### **UNIT-4**

Human Capital Development- Concepts and evolution-philosophy and principles, Human Capital Asset Life cycle Development , HRD and HR audit, HCD and HCD and IR HRD for workers.

#### **UNIT-4**

Contemporary Issues on HRD, HRD Outsourcing – BPO-ITES.

#### **Books for Reference:**

1. Werner Desimone-HRD,Cengage Learning.
2. T.V.Rao- HRD Audit- Response books, A division of Sage publications.
3. T.D. Tiwari and MS.Anuja Thakkar- New Dimensions on HRD – Wisdom Publications, New Delhi
4. Kalyani Mohanty and Padmalita Routray-HRD and Organisational effectiveness – Excel Books
5. Uday Kumar Haldar-HRD – Oxford University Press.

