

## 2016-2017 Admitted batch for MBA Course Structure

### MBA Course Structure:

#### I Semester

1. Management Process
2. Quantitative Techniques for Managerial Decisions
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. Research Methodology & Business Analytics
3. Organizational Behaviour
4. Human Resource Management
5. Financial Management
6. Marketing Management
7. Production & Operations Management

#### III Semester

1. Strategic Management And Business Policy (*New Subject w.e.f. 2016-17 admitted batch*)
2. Decision Support Systems & MIS
3. Business Ethics & Corporate Governance

#### Elective Papers:

##### Finance Area:

1. International Financial Management
2. Security Analysis & Portfolio 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. Business Analytics (*New Subject w.e.f. 2016-17 admitted batch*)
2. Knowledge Management
3. Global Business

#### Elective Papers:

##### Finance Area

1. Financial Derivatives
2. Management of Financial Services
3. Corporate Taxation

##### 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

## I Semester

### BUS 1.1: Management Process

Unit – I: **Introduction:** Management, Concept, Significance, Levels, Skills, **Evolution of Management Thought**, 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; Decision Tree Analysis- Management By Objectives: Concepts, Process and Preconditions.

Unit–III: **Organizing:** Nature, Process - Formal and Informal Organizations - Departmentation: Methods of Departmentation; Span of Control - V.A. Graicuna's Theory - Factors Determining Span of Control - Delegation: Concept, Process, Principles of Effective Delegation; Decentralization: When to Decentralize and How to Decentralize - **Advantages and Disadvantages of Decentralization**; Line and Staff: 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, **Elements of Staffing** ,**Functions of Staffing** ,**Advantages of proper staffing**, Factors in Selecting Lower, Middle and Upper Level Managers.

Unit – V:

**Directing:** Meaning, Douglas **Mc Gregors Theory X and Theory Y**, Edgar Shien and Elton Mayo - **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 and Requirements of adequate Control - Techniques of Control - PERT and CPM.

#### 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 Pvt Ltd

**BUS 1.2: QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS**  
**(w.e.f. the batch of students admitted 2015-16 )**

**UNIT-I: PROBABILITY:** Concept of Probability, Definitions of Probability, Addition Theorem of Probability, Conditional Probability and Multiplication Theorems of Probability, Baye's Theorem of Probability and its Applications.

**UNIT -II: THEORETICAL DISTRIBUTIONS:** Binomial Distribution, Poisson Distribution and Normal Distribution- their Properties and Applications.

**UNIT -III: TESTING OF HYPOTHESIS:** Concept of Testing of Hypothesis, Types of Errors, Confidence intervals, Z- test for Means, Standard deviations and Proportions; T-test; F-test for two variances and Chi- Square test for goodness of fit and independent of Attributes and their Applications.

**UNIT -IV: CORRELATION AND REGRESSION:** Correlation and Types, Scatter Diagram Method, Karl Pearson's Coefficient of Correlation and its properties, Spearman's Rank Correlation Coefficient – Simple Regression, Properties of Regression Coefficients and their Applications and extension to Trivariate case (Multiple Correlation, Partial Correlation and Multiple Linear Regression.

**UNIT- V: INTRODUCTION TO OPERATIONS RESEARCH –** Linear Programming: Basic concepts of LPP – Graphical solutions – Simplex Method – Decision Theory and Decision Trees.

**Suggested Books:**

1. Sharma, J.K., Fundamentals of Business Statistics, Pearson.
2. Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand.
3. Arora, P. N., S. Arora Comprehensive Statistical Methods, S. Chand.
4. Sharma, J.K., Quantitative Methods- Theory & Applications, MacMillan.

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## **BUS 1.3: Managerial Economics**

**Unit-I:** Introduction – Definition, Nature and Scope of Managerial Economics; Economic Goals of a Business Firm: Profit Maximization Vs Wealth Maximization, Sales Revenue Maximization – 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 its determinants – Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision – Methods of Demand Forecasting.

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

**Unit-IV:** Market Structures and characteristics – Pricing and output decisions of firm under different market structures – Perfect Competition, 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 Price 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 Pricing, 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. Chirstopher 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, 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, 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. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
11. Saleem Shaik, *Business Environment*, Pearson Education, Delhi.
12. Ruddar Dutt & KPM Sundaram, *Indian Economy*, S. Chand & Co., Delhi.
13. Krishna Rao,P, *WTO-Text & Cases*, PSG Excel Series.
14. R.S.N. Pillai, Bagavathi, “*Legal Aspects of Business*”, S.Chand, New Delhi.
15. H.L.Ahuja, “*Economic Environment of Business*” S.Chand, New Delhi.

**BUS 1.5: MANAGERIAL SKILL DEVELOPMENT**  
**(w.e.f. the batch of students admitted 2015-16 )**

**UNIT – I: Managerial Skills:** Importance of managerial skills in successful management – communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication – essential elements of effective communication – communication barriers – overcoming communication barriers. Significance of communication to managers.

**UNIT – II: Media of Communication:** Verbal & non-verbal. Oral communication: Forms – advantages and limitations. Written communication: Forms – advantages and limitations. Non-verbal communication: Forms & importance of non-verbal communication – measures to improve non-verbal communication.

**UNIT – III: Channels of Communication:** Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C's of Communication.

**UNIT – IV: Listening:** importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening. Presentation: Oral and written – steps in presentation – guidelines for successful presentation.

**UNIT – V: Report writing:** Procedure and guidelines for effective report writing. Letters – Memos – Circulars – Notices – House Journals. Negotiation: Meaning and process of negotiation – essential skills of negotiation – art of negotiation – measures to improve negotiation skills among managers.

**Suggested Books:**

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House, Mumbai.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd., New Delhi.
- 4) R. K. Madhukar, Business Communication, SAGE Publications.
- 5) Business and professional Communication, Texas Aandm. Sage Publications
- 6) The Basics of Communication, Steve Duck, Sage Publications
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press
- 8) English Grammar, Rajeevan Karal, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press

## **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; Techniques of Financial Analysis - Financial Ratio analysis – Funds Flow and Cash Flow Analysis.

Unit – IV: **Management Accounting:** Marginal Costing – CVP analysis – Budgetary Control - Standard costing and Variance analysis.

Unit – V: **Contemporary Developments:** Responsibility Accounting – Accounting for changing Prices – Human Resource Accounting - Reporting to Management.

### **Suggested Books:**

- 1.Meigs &Meigs, *Accounting the Basis for Business Decisions*, Tata McGraw Hill.
- 2.Pankaj Gupta, *Management Accounting*, Excel Books, New Delhi, 2006.
- 3.Bhattacharya S.K. & Dearoon.J., *Accounting for Management – Text and Cases*, Vikas,
- 4.Narayana Swamy, *Financial Accounting: A Managerial Perspective*, PHI.
- 5.Ashish k., Bhattacharya, *Cost Accounting for Business Managers*, Elsevier
- 6.Bhattacharya, *Financial Accounting for Business Managers–Perspective*, PHI.
- 7.MC Shukla, TS Grewal, *Financial Accounting*, S. Chand
- 8.I.M. Pandey: *Management Accounting*, Vikas Publishing House.
- 9.Chakraborty & Hrishikesh – *Management Accountancy*, Oxford University Press.
10. Khan and Jain, *Management Accounting*, Tata McGraw Hill, Delhi.
11. J.C. Varshney: *Financial and Management Accounting*, Wisdom Publication.
12. Tulsian, P.C., “*Cost Accounting*”, Sultan Chand.
13. Paresh Shah, *Management Accounting*, Oxford University Press
14. Sahaf, M.A., *Management Accounting*, Vikas Publishing House.

## **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



**BUS 2.1.: ENTREPRENEURSHIP DEVELOPMENT**  
**(w.e.f. the batch of students admitted 2015-16 )**

**Unit I: Introduction:** Entrepreneurship – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship

**Unit II: Idea Generation and Opportunity Assessment:** Importance of Ideas in entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

**Unit III: Project preparation and Financing Ventures:** Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

**Unit IV: Institutions Supporting Small Business Enterprises:** Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI; ASSOCHAM

**Unit V: Managing Growth of Enterprises:** Managing Growth – Growth Sources- Venture Development Stages- Key factors for Growth- Growth Strategies for Ventures- Key Strategies for Turning around- Exit strategies for Entrepreneurs.

**Recommended Books:**

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
3. Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011
6. Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi, 2011.

**BUS – 2.2 : RESEARCH METHODOLOGY & BUSINESS ANALYTICS**  
(w.e.f. the batch of students admitted 2015-16 )

**UNIT – I : MEANING OF RESEARCH**

Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design

**UNIT – II: SOURCES AND COLLECTON OF DATA**

Primary and Secondary Sources – Methods of Data Collection – Questionnaire Design – Attitude Measurement Techniques – Motivation Research Techniques – Administration of Surveys – Sample Design and Sampling Techniques.

**UNIT – III: AUTOMATED DATA ANALYSIS:**

SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

**UNIT – IV: MULTIVARIATE ANALYSIS**

Advanced Techniques for Data Analysis: ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques, Report Writing.

**UNIT – V: BUSINESS ANALYTICS**

Evolution - Business Analytics as Solution for Business Challenges - Master Data Management: Data Warehousing and kinds of Architecture – Data Extraction – Transformation and Up-loading of Data – Data Mining – Meta Data – Data Marts – Concept of Creating Data Marts – Data Integration – Concept of OLTP and OLAP.

**Suggested Books:**

1. Bhattacharya D. K., “Research Methodology”, Excel Books, New Delhi.
2. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi, 2010.
3. C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Publishers, New Delhi, 2006.
4. Gupta S.P. “Statistical Methods”, Sultan Chand, New Delhi, 2010.
5. K.V. Rao, “Research Methodology in Commerce and Management”, Sterling Publishers, New Delhi, 2012.
6. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”, 2010.
7. Richard A.Johnson & Dean W.Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc., 2007.
8. R.N Prasad and Seema Acharya, “Fundaments of Business Analytics”, Wiley India Publication.
9. Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson, 2009.
10. Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi, 2000.

## 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 dysfunctional 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*, 2nd 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*, 10th 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. Jonthan 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,John.J.“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.

## **Bus 3.1 STRATEGIC MANAGEMENT AND BUSINESS POLICY**

(Comes into force w.e.f.2016-2017 admitted batch)

### **Unit I: Introduction to Strategic Management & Business Policy**

Meaning and Definition; Genesis and evolution- Concept of Strategy; Elements of Strategy; Levels of Strategy; Corporate level; Business Level and Functional level – Strategic Management Process- Strategic Intent; Strategy formulation; strategy Implementation ; Strategy Evaluation and Control- Formulation of Vision and Mission statements.

### **Unit II: Strategy Formulation**

Situational Analysis & Business Strategy- Environmental Analysis-SWOT Analysis; Value Chain Analysis; Porter's Five Forces Model; Core Competencies and Competitive Advantage – Strategic Analysis and Choice - Portfolio Analysis; BCG Matrix; GE Nine Cell matrix; Hofer's Product-Market Evolution Matrix.

### **Unit III: Strategy Implementation**

Concept; Importance; - Mc Kensey 7S Model; Resource Allocation- approaches and barriers; Fit between strategy and Culture; Concept of Balanced Score card- Organisational Structural Considerations- Structure and Strategy; Types of Organisational Structures; Strategy before Structure? Six Sigma- Managing Strategic change-approaches and resistance to change

### **Unit IV: Strategy Evaluation and Control**

Importance and nature; Measuring performance; Techniques of Evaluation- Role of Organisational systems in evaluation- Strategic control- premise control; implementation control; strategic surveillance; special Alert control-Activity based Costing; Enterprise Risk Management- Limitations of Strategic Evaluation and Control

### **Unit V: Current Corporate Issue**

Corporate Social Responsibility- opposing views; Responsibilities of business; Benefits and Disclosure of CSR-Social Audit ;Need for ; approaches; Types and difficulties – Corporate Governance – importance; Pillars of Good Governance ; Business Ethics – importance; Drivers of unethical Behaviour; Approaches to Ethics ;Companies Ethical Conduct; Building an ethical Organisation



### **Books Recommended:**

1. Kazmi, Azhar, **Strategic Management and Business Policy**, Tata McGraw Hill, Delhi.
2. Wheelen, Thomas L., & J. David Hunger, **Concepts in Strategic Management and Business Policy**, Pearson. New Delhi
3. Appa Rao, C, B Parvathiswara Rao and K Sivaramakrishna, **Strategic Management and Business Policy –Text and Cases**, Excel Books, New Delhi.
4. Saroj Datta, **Strategic Management**, Jaico Publishing House, New Delhi.
5. Thomas L. Wheelen and J.David Hunger, **Concepts in Strategic Management and Business Policy-Toward Global Sustainability**, Pearson, New 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. Gupta N.S, **Business Policy and Strategic Management – Text and Cases**, Himalaya Publishing House, New Delhi.

### 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

**BUS 3.3: BUSINESS ETHICS & CORPORATE GOVERNANCE**  
(w.e.f. the batch of students admitted 2015-16)

**UNIT- I: Concept of Ethics:** Meaning and definition of Ethics – Ethical Theories – Values – Need for Ethics and Values – Indian Value System – Various approaches to Ethics.

**UNIT-II: Business Ethics:** Concept, meaning and definition of Business Ethics – Ethical corporate behavior – Ethical decision making – Conflicts in decision making from the legal and moral points of view. Work Ethics: Nature and scope. Ethical dilemma. Ethics in functional areas such as finance, marketing, HR, IT, etc.

**UNIT- III: Corporate Social Responsibility:** Corporate Social Responsibility (CSR) & significance of CSR in business. CSR principles and strategies for business organizations. Best practices in CSR. Orienting management education towards ethical behavior.

**UNIT- IV: Corporate Governance:** Meaning and definition of corporate governance – Corporate management structure for corporate governance – Boards of Directors – Responsibilities of Boards of Directors – Legal requirements for Boards of Directors with regard to Corporate Governance – Morale responsibilities of Boards of Directors.

**UNIT- V: Corporate Governance in Global Scenario:** Corporate governance requirements in the ever changing global scenario. Global practices: Cadbury report – OECD Committee recommendations. Desirable corporate governance in India – a Code. Summary of the SEBI Committee – Summary of the report of the Consultative Group of Directors of Banks / Financial Institutions – Summary of Naresh Chandra Committee on Corporate Audit and Governance. Towards developing a best corporate governance system in an organization.

**Suggested Books:**

- 10) S. Singh, Corporate Governance: Global Concepts & Practices, Excel Books, New Delhi.
- 11) Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi.
- 12) Chakravarthy, S.K. Foundations of Management Work – Contribution from Indian Thought, Himalaya Publishing House, New Delhi.
- 13) Satheesh Kumar, Corporate Governance, Oxford University Press.
- 14) Prabakaran S, Business Ethics and Corporate Governance, Excel Books, New Delhi.
- 15) A.B Rao, Business Ethics and Professional Values, Excel Books, New Delhi.
- 16) Fernando, Business Ethics an Indian Perspective, Pearson
- 17) Murthy C.S.V., Business Ethics, Himalaya Publishing House, New Delhi.
- 18) Bob Tricker, Corporate Governance, Oxford University Press.

## III Semester

### Finance Specialization

#### BUS 3.4 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 Perspecive: 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

**BUS 3.5 (F): SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(w.e.f. the batch of students admitted 2015-16)**

**UNIT-I: Investment:** Meaning, Investment vs. Speculation - Characteristics of Investment – Investment Process – Securities Market: Issue of Securities: Initial Public Offer (IPO) – Right Issue - Bonus Issue – Private Placement – Listing – Trading – Settlement.

**UNIT-II: Valuation of Securities:** Basic Concepts: Return, Risk, Intrinsic value – Valuation of fixed income Securities: Debentures and Bonds: Current Yield, Yield To Maturity (YTM), Yield to Call (YTC), Bond Duration – Valuation of Equity: Constant Rupee Dividend model – Constant Growth Model – Multiple Growth Model – Price –Earnings (P/E) Approach - Components of risk – Measurement of Risk: Variance, Standard Deviation, Security Beta.

**UNIT-III: Approaches to Security Analysis: Fundamental Analysis:** Economy, Industry and Company Analysis – **Technical Analysis:** Dow Theory - Elliot wave – Moving Average, Exponential Average, Oscillators, Rate of Change (ROC), Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD) –Breadth of the Market – Momentum.

**UNIT-IV: Portfolio Analysis and Selection:** Portfolio Return and Portfolio Risk - Modern Portfolio Theory: Markowitz Theory – William Sharpe's Single Index Model – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Efficient Market Hypothesis (EMH).

**Unit-V: Portfolio Evaluation & Revision:** Methods of Portfolio Evaluation – Sharpe's, Treynor's and Jensen's measures of portfolio performance evaluation - Fama's decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

**Reference Books:**

1. Prasanna Chandra, *Investment Analysis and Portfolio Management*, Tata McGraw Hill education Pvt. Ltd. New Delhi
2. Bhalla VK., *Investment Management*, S. Chand & Co Ltd, New Delhi
3. Punithavathy Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd, New Delhi
4. Kevin S., *Security Analysis and Portfolio Management*, Prentice Hall of India Pvt. Ltd, New Delhi
5. Donald E. Fischer & Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall of India Pvt. Ltd, New Dehi
6. Amling, Frederic, *Investment – An Introduction to analysis and management*, Prentice Hall of India, New Delhi.
7. Sharpe, William, FG Alexander, F Bailey, and WC Sharpe, *Investment*, Prentice Hall of India, New Delhi.

## III Semester

### Marketing Specialization

#### BUS 3.4 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 3.5 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 3.4 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 2nd 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 3.5 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 Hacket , “**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

## **BUS 4.1: BUSINESS ANALYTICS**

(Comes into force w.e.f the Academic year 2016-17 Admitted batch)

**UNIT – I:** Introduction to Business Analytics –Competing on Analytics – The New Science of Winning

**UNIT –II:** The Business Analytics Cycle Information summary about Books – Tools –Blogs- Resources –Groups – communities –Videos –Useful links- Sources of Data – Database Architecture and Data Gathering Process-Types of Data- Overview of an online survey/research project.

**UNIT –III:** Introduction to Big Data – Structuring of Big Data –Elements of Big Data- Business Applications of Big Data –Handling Big Data Technologies –Data Mining and Text Mining.

**UNIT –IV:** Creating R data sets – Reading raw data files (Column input/formatted input)- Assigning variable attributes – Changing variable attributes – Reading MS spread sheets in R.

**UNIT –V:** Reading R data sets and creating variables –Reading Delimited Raw Data Files –Using Excel for Data Management –Purpose of the Database- Relational Databases Entities – Relationships and Attributes –Specify Keys – Primary and Foreign –Create Relationships among Tables –Refinement and Normalization – Microsoft Access and R.

### **Reference:**

1. Big Data for Dummies – Authors: Judith Hurwitz, Alan Nugent, Fern Halper, and Marcia Kaufman
2. BIG DATA using SMART Big Data Analytics to make better decisions and improve performance – Author: BERNARD MARR
3. Analytics in a Big Data World, the essential guide to data science and its applications – Author: BART BAESENS
4. Data Science for Business, what you need to know about Data Mining and Data-Analytic Thinking – Author: FOSTER PROVOST & TOM FAWCETT
5. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data – Author: EMC Education Services
6. R For Dummies – Authors: Andrie de Vries, and JorisMeys
7. R: Easy R Programming for Beginners, Your Step-By-Step Guide To Learning R Progr (R Programming Series) – Author: Felix Alvaro
8. R Cookbook (O'Reilly Cookbooks) – Author: Paul Teetor
9. The Art of R Programming: A Tour of Statistical Software Design – Author: Norman Matloff.

**BUS 4.2: KNOWLEDGE MANAGEMENT**  
**(w.e.f. the batch of students admitted 2015-16)**

**UNIT-I: Knowledge Economy:** Meaning, Importance of Knowledge Management. “Data – information – Knowledge – Wisdom” interrelationship. Organizational knowledge: Characteristics and components of organizational knowledge. Building knowledge societies.

**UNIT-II: Information Technology & Knowledge Management:** Role of Information Technology in Knowledge Management System – Knowledge management tools – creating effective knowledge management system through information technology – ERP – BPR – Data Warehousing and Data Mining.

**UNIT-III: Future of Knowledge Management & Industry Perspective:** Companies on the road to knowledge management – knowledge management in manufacturing and service industries – Knowledge management in finance – Knowledge management in marketing – Knowledge management in other functional areas of management – Challenges and future of knowledge management.

**UNIT-IV: Knowledge Management Process:** Universal appeal – Stages of Knowledge Management process - Knowledge Capital Vs. Physical Capital – customer relationship process – Business ethics and Knowledge Management - The promise of Internet and the imperatives of the New Age.

**UNIT-V: Implementation of Knowledge Management:** Study of Road Blocks to the implementation of knowledge management – 10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India. Study of a few Indian case studies with regard to implementation of Knowledge Management.

**Suggested Books:**

- 1) Dr. B. Rathan Reddy, Knowledge Management (Tool for Business Development): Text, Concepts, Cases & Exercises, Himalaya Publishing House, Mumbai.
- 2) Donald Hislop, Knowledge Management in Organizations: A critical introduction, Oxford University Press, New Delhi.
- 3) Tapan K Panda, Knowledge Management, Excel Books.
- 4) Fernando, Knowledge Management, Pearson.

**BUS 4.3: GLOBAL BUSINESS**  
**(w.e.f. the batch of students admitted 2015-16 )**

**UNIT- I: International Business:** What is international business? Differences between Domestic and International/global business – approaches to international business - Theories of International trade. International business environment: Social and cultural environment – technological environment – economic environment – political environment. Influence of international business environment on international trade and investment patterns.

**UNIT- II: Evaluating and selecting the country for global business:** modes of entry into global business: exports and imports – licensing – joint ventures – franchising – management contracts – turn-key projects – wholly owned subsidiaries – strategic alliances – mergers and acquisitions.

**UNIT -III: Balance of payments:** Disequilibrium; correcting methods- Foreign exchange market-structure; Exchange Rate mechanism; Types of transactions - FDI - Political Risk -Country Risk; their management.

**UNIT-IV: International Economic Institutions,** Agencies and Agreements; Trade restrictions and economic development: Free trade Vs. Protection – tariffs and quotas. Regional trading arrangement – the European Union (EU) – NAFTA – WTO – IMF – IBRD (World Bank) – OPEC.

**UNIT-V: Global Business Operations-** Global Manufacturing Management; Strategy, where to manufacture, Make or Buy Decisions- Global logistics management- Role of global logistic service providers; logistics practices- Global marketing management - Globalization of markets; market segmentation; Distribution strategy; Pricing strategy- Global HRM; staffing policy; performance appraisal; compensation.

**Suggested Books:**

- 1) K. Aswathappa, International Business, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
- 2) Charles WL Hill& AK Jain, “International Business”, Tata McGraw Hill publishing Company Ltd. New Delhi.
- 3) Sanjay Misra & P.K. Yadav, International Business: Text & Cases, PHI Learning Pvt. Ltd., New Delhi.
- 4) P. Subba Rao, International Business; Text & Cases, Himalaya Publishing House, New Delhi.
- 5) Francis Cherunilam, International Business, Business Learning Pvt. Ltd., New Delhi.
- 6) Bhattacharya, International Business, Excel Books, New Delhi.

## IV Semester

### Finance Specialization

#### BUS 4.4 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 4.5 F: MANAGEMENT OF FINANCIAL SERVICES**

- UNIT-I : Financial Services- Financial system and Markets- nature and Scope of Financial Services – Financial Intermediation- Regulatory Frame work for Financial Services- Financial Services and Management.
- UNIT-II : Asset Financing Services- Leasing –Legal, Tax and Accounting aspects of Leasing – Hire Purchase- Financial Evaluation of Hire purchase Deals – Debt Securitization – Housing Finance – Inter Corporate Loans.
- UNIT-III : Merchant Banking Services- Role and Functions of Merchant Banking – Issue market and other services- Corporate Advisory Services- Market Making Process- SEBI guidelines on Merchant Banking.
- UNIT- IV : Financial Market Operations – Stock Exchange operations – Stock Broking Services- Underwriting Services – Role of Portfolio Managers and Registrars – Mutual Funds- Regulations of SEBI on Mutual Fund Operations.
- UNIT- V Allied Financial Services- Venture Capital – Insurance Services- Factoring Forfeiting Discounting – Depository system- Custodian and Custodial Services – Credit Rating – Credit Cards

#### References:

1. Bhalla.V.K. Managemetn of Financial Sercies, Anmol Publicatios, New Delhi
2. Chinmaoy sahu, Management of Financial Sercies, Excel Books, New Delhi
3. Avadhani V A Marketing of Financial Services, Himalaya Publishing House, Mumbai
4. David B and Zenoff: Markeing of Financial Services, Ballinger Publishing Co.
5. M.Y.Khan Financial Services Tata Mc Graw Hill, New Delhi
6. Gordon E and Natarajan K Financial Markets and Services, Himlaya Publishing House, New Delhi
7. Verma J C Merchant Banking, Tata McGraw- Hill, New Delhi
8. 7 Knnew C Trevor Watkins & Mike Wright- Marketing of Financial Services Heinemann Professional Pub.
9. Ramesh, S and Arun Gupta Venture Capital, Oxford University Press.

**BUS -4.6. (F): CORPORATE TAXATION**  
**(w.e.f. the batch of students admitted 2015-16 )**

**Unit-1:** Definitions of various terms used in Income Tax Act, 1961. – Residential status and incidence of tax of company Assessee -Incomes exempt under section 10

**Unit -2:** Computation of income of a company under Income from House Properties, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources

**Unit -3:** Set-off and set-off and carry forward of losses, Deductions from Gross Total Income of a Company, Computation of Total Income of a Company Assessee.

**Unit -4:** Assessment of Company Assessee – submission of return of income - payment of tax Assessment Procedure – Penalties and Prosecution - Interest.

**Unit -5:** Tax planning with reference to (a) Setting-up of new business (b) Financial decisions (c) Specific managerial decisions (own or lease, make or buy, shut down or continue) (d) Amalgamation, Merger or Business restructuring.

**Reference Books:**

1. Vinod K. Singhania & Kapil Singhania, Direct Taxes Law and Practice, Taxmann Publications, New Delhi.
2. Hariharan N, Income Tax Law & Practice, McGraw Hill Education (India), Pvt. Ltd, New Delhi.
3. Girish Ahuja & Ravi Gupta, Direct Taxes Law & Practice, Bharat Law House Pvt. Ltd., New Delhi.
4. BB Lal, Income Tax, Pearson Education, New Delhi.
5. Gaur. V.P. DB Narang, P Guar., Income Tax Law and Practice, Kalyani Publishers, Ludhiyana.
6. Mahrotra & Goyal, Direct Taxes Law and Practice, Sahitya Bhawan Publication, New Delhi.

**IV Semester**  
**Marketing Specialization**  
**BUS 4.4 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 4.5 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.Browsersox 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, Logisticals & 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,3rd Edition,2007 PHI .
- 8.B.S.sahay, Supply Chain Management 2nd 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 4.6 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
7. Ramkishen ,Y, Rural & Agriculturtal marketing, Jaico Publishing house

## IV Semester HRM Specialization

### BUS 4.4 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. Chris 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 4.5 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

**BUS 4.6. (OB & HRM) : HRD: STRATEGY & SYSTEMS**  
**(w.e.f. the batch of students admitted 2015-16 )**

**UNIT– I: HRD Overview:** Concept, need, goals and importance of HRD at micro and macro levels. HRD Process: steps involved in HRD process - HRD mechanism. Role of HRD Manager - HRD in large, small, manufacturing and service Organizations.

**UNIT-II: Framework for HRD:** Assessing HRD needs – Designing HRD Programmes – Implementing HRD Programmes – Evaluating HRD Programmes.

**UNIT-III: HRD Applications:** Career concepts: Stages and models of career development – balanced scorecard - Quality of work life, quality circles. Organizational Development and Change: Importance of change – resistance to change – definition and importance of OD – OD interventions – Designing intervention strategy.

**UNIT-IV: Human Capital Development:** Concept and evolution – Philosophy and Principles - Human Capital Asset Life Cycle Development. HRD & HRD Audit: Reasons for HRD Audit – Methodology of HRD Audit – HRD Scoreboard – HRD & OD.

**UNIT-V: Contemporary Issues on HRD:** HRD Outsourcing. BPO – ITES - Study of HRD Cases and practices in select important organizations in India.

**Suggested Books:**

- 1) Ram Kumar Balyan & Suman Balyan, Human Resource Development: Text and Cases, Himalaya Publishing House, Mumbai.
- 2) Dr. D. K. Bhattacharya, Human Resource Development, Himalaya Publishing House, Mumbai.
- 3) T. V. Rao, HRD Audit, Response Books (A Division of SAGE Publications)
- 4) T. D. Tiwari & Anuja Thakkar, New Dimensions on HRD, Wisdom Publications, New Delhi.
- 5) Kalyani Mohanti & Padmalita Routray, HRD & Organizational Effectiveness, Excel Books.