

**CHAUDHARY DEVI LAL UNIVERSITY
SIRSA (HARYANA)**

UNIVERSITY CENTRE FOR DISTANCE LEARNING



SYLLABI & SCHEME OF EXAMINATION

Master in Business Administration

(3rd and 4th Semester)

(DISTANCE EDUCATION MODE)

2011-12

List of Subject MBA 3rd and 4th Semester

MBA- 3rd Semester:

Compulsory Papers:

Course Code	Course Title	Division of Marks			Duration
		Ext.	Int.	Total	
301	Strategic Management	70	30	100	3 Hrs.
302	Entrepreneurship Development	70	30	100	3 Hrs.

MBA- 4th Semester:

Compulsory papers

Course Code	Course Title	Division of Marks			Duration
		Ext.	Int.	Total	
401	Business Legislations	70	30	100	3 Hrs.
402	Research Project	100		100	
403	Comprehensive Viva-Voce (Including research project and all the four papers of any one area of specialisation)	100		100	

LIST OF OPTIONAL PAPERS

Specialisation: Finance

Third Semester

- F-301 Management of Financial Institutions
- F-302 Management of Financial Services
- F-303 Security Analysis and Investment Management
- F-304 Portfolio Management

Fourth Semester

- F-401 Corporate Tax Planning
- F-402 Project Planning Analysis and Management
- F-403 Financial Derivatives
- F-404 International Financial Management

Specialisation: Marketing

Third Semester

- M-301 Advertisement Management
- M-302 Consumer Behaviour
- M-303 Marketing Research
- M-304 Service Marketing

Fourth Semester

M- 401 Sales Management

M- 402 Rural Marketing

M- 403 Brand Management

M- 404 International Marketing

Specialisation: Human Resource

Third Semester

H- 301 Manpower development for Technological Change

H- 302 Compensation Management

H- 303 Human Resource Development Strategies and System

H- 304 Organisational Change and Intervention Strategies

Fourth Semester

HRM 401 Management Training and Development

HRM 402 Managing Inter-personal and Group process

HRM 403 Human Resource Planning and Development

HRM 404 Global Human Resource Management

STRATEGIC MANAGEMENT - (301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Contents:

Strategic Management Process: Concept, Strategic Decision Making, Process of Strategic Management; Strategic Intent: Vision, Mission, Objectives and Strategic Business Unit.

Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level Strategies, Business Level Strategies; Strategic Analysis and Choice: Process, BCG Matrix, GE Matrix, SWOT Analysis, SPACE Approach, QSP Matrix; Contingency Strategies and Strategic Plan.

Strategy Implementation: Activating Strategies, Structural Implementation, Behavioural Implementation, Functional Implementation.

Strategic Evaluation and Control: Nature, Importance, Barriers, Evaluation Criteria, Techniques of Strategic Evaluation and Control; Strategy and Technology Management.

Suggested Readings:

1. Rao and Krishma, "Strategic Management-Text and Cases", Excel Books, New Delhi, 2008.
2. Gupta, Gollakota and Srinivasan, "Business Policy and Strategic Management –Concepts and Applications", PHI, New Delhi, 2007.
3. Kazmi, Azhar, "Strategic Management and Business Policy", Tata McGraw Hill Publishing Company Ltd., New Delhi, 2008.
4. David, Fred R., "Strategic Management –Concept and Cases", Pearson Education, New Delhi.
5. Jauch and Glueck, "Business Policy and Strategic Management", Tata McGraw Hill, New Delhi.
6. Pearce II JA and Robinson Jr., R.B., "Strategic Management-Strategy Formulation and Implementation", AITBS Publishers, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

ENTREPRENEURSHIP DEVELOPMENT - (302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Introduction: Significance of Entrepreneur in Economic Development; Economic, Social and Psychological need for Entrepreneurship; Characteristics, Qualities and pre-requisites of Entrepreneur.

New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Feasibility Study: Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning; Economic, Technical, Financial and Managerial Feasibility of Project; Preparation of Feasibility Report.

Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB etc., Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development.

Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme; Role of various Institutions in Developing Entrepreneurship in India (A brief description only).

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, "Entrepreneurship", Tata McGraw Hill, New Delhi.
2. Barringer, Brace R., and Duane, R., Ireland, "Entrepreneurship", Prentice Hall, New Jersey, USA.
3. Lall, Madhurima, and Shikha Sahai, "Entrepreneurship", Excel Books, New Delhi.
4. Charantimath, Poornima, "Entrepreneurship Development and Small Business Enterprises", Pearson Education, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

BUSINESS LEGISLATIONS - (401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: The course is designed to provide an understanding of legal process involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a business enterprise.

Course Contents:

The Indian Contract Act 1872: Essentials of a Valid Contract, Void Agreement, Performance of Contract, Breach of Contract and its remedies, Quasi-Contracts.

The Sale of Goods Act 1930: Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Rights of an Unpaid Seller.

The Negotiable Instruments Act 1881: Meaning and Types of Negotiable Instruments, Negotiation and Assignment, Holder and Holder in due course, Dishonour and Discharge of Negotiable Instruments; Arbitration.

The Companies Act 1956: Nature and Types of Companies, Formation of a Company, Memorandum and Articles of Association, Prospectus, Shares and Share Capital, Allotment of Shares, Company Management, Borrowing Powers,

Meetings and Resolutions, Prevention of Oppression and Mismanagement,
Winding up.

Consumer Protection Act, 1986 and Cyber Law

Suggested Readings:

1. Kuchhal, M. C. and Deepa , Prakash,, “Business Legislation for Management”, Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
2. Shah, S. M., “Business Law for Managers”, Sultan Chand & Sons, New Delhi, 1998.
3. Tulsian P. C., “Business Law”, Tata McGraw Hill, New Delhi.
4. Gulshan, S. S., “Business Law”, Excel Books, New Delhi.
5. Gulshan, S. S. and Kapoor, G. K., “Business Law including Company Law”, New Age International, 2005.
6. Pathak, Akhileshwar, “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SPECIALISATION: FINANCE

MANAGEMENT OF FINANCIAL INSTITUTIONS (F- 301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objectives

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluation Risks and Returns of Assets and Liabilities of financial Institutions; Flow of Fund Analysis of the Borrowing and Lending Behaviour of financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial

Financing in India; Capital Adequacy and Capital Planning; strategy of Growth; Problems of Time and Cost Over runs; Financial Planning of Financial Institutions; Financial Goals and Performance Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Suggested Readings

1. Bhalla, V K. India Financial System, Delhi, Anmol Pub., Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B. Financial Management of Financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1977.
4. Kane, Joseph A. Development Banking. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R. Financial Institutions. Ontario, Irwin Dorsey, 1985.
6. Vij, Madhu. Management of Financial Institutions in India. New Delhi, Anmol, 1991.
7. Yeager, Fred C. and Setiz, Nail E. Financial Institutions Management: Text and Cases. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGEMENT OF FINANCIAL SERVICES (F- 302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

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

Course Contents:

Financial Services: Meaning, Nature and Types, Challenges facing the Financial Service Sector.

Discounting, Factoring and Forfaiting: Meaning, Characteristics, Types of Factoring Arrangements, Factoring in India, Factoring Vs. Forfaiting; Forfaiting in India.

Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects; Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Features of Consumer Credit.

Housing Finance: Introduction, NHBs Housing Finance Companies; Directions and Prudential Norms; Housing Finance Schemes.

Credit Rating: Meaning and types; Benefits of Credit Rating to Investors and Companies; Credit Rating Agencies; Objectives and functions; Future of Credit Rating in India.

Credit Cards: Concept and significance; Types of Credit Cards; Credit Card Business in India; RBI Guidelines on Credit Cards; Future Prospects.

Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought Out Deals: Meaning and nature; Mechanisms of Bought out deals; Advantages; The Present Scenario.

Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Conditions for Successful Securitization; Securitization in India; Future Prospects of Securitization.

Depository: Concept, Depository Participants, Functions of Depository System; Benefits of Depository: Depository System in India.

Mutual Funds: Meaning and classification of Funds; Operation of Fund; General Guidelines; Selection of Fund; Mutual Funds in India; Reasons for Slow Growth; Future of Mutual Funds Industry.

Merchant Bankers: Role and Functions; Qualities required for Merchant Bankers; Progress, Problems and Scope of Merchant Banking in India.

Suggested Readings:

1. Khan, M. Y., "Management of Financial Services", Tata McGraw Hill, New Delhi, 2001.
2. Gordan, E. and Natrajan, K., "Financial Markets and Services", Himalaya Publishing House, New Delhi, 2008.
3. Meidan, Arthur Brennet, M., "Option Pricing: Theory & Applications", Lexington Books, Toronto, 1983.
4. Kim, Suk and Kim, Seung, "Global Corporate Finance: Text & Cases", Miami, Florida. Kotb, 1993.
5. Gurusamy, S., "Indian Financial System", Vijay Nicole Imprints, Chennai, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT (F- 303)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis.

Course Contents:

Introduction: Basic concepts, Investment Objectives and Investment Process.

Investment Opportunities: Fixed and Variable income securities, Non-negotiable Securities, Government Securities, Non-security forms of investment, Tax Sheltered Savings Schemes, Real Assets, Mutual Funds, International Investing and Guidelines for investing.

Risk and Return: Risk - Systematic and Unsystematic Risks, Risk Measurement, Minimizing Risk Exposures; Return - Average Return, Geometric Returns and Time Weighted Returns.

Valuation of Securities: Debt and Equity Instruments and their valuation; Fundamental and Technical Analysis.

Market Efficiency: Random Walk Theory; Weak, Semi-strong and Strong form of market efficiency; Market inefficiencies.

Suggested Readings:

1. Bhalla, V. K., "Investment Management: Security Analysis and Portfolio Analysis", S. Chand, New Delhi, 2005.
2. Ranganatham, M. & Madhumathi, R., "Investment Analysis and Portfolio Management", Pearson Education, New Delhi, 2008.
3. Pandian, Punithavathy, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi, 2007.
4. Sharpe, William, F., Alexander, Gordon, J. & Bailey, Jeffery V., "Investments", Prentice Hall of India, New Delhi, 2007
5. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill, New Delhi, 2008.
6. Bhat, Sudhindra, "Security Analysis and Portfolio Management", Excel Books, New Delhi, 2008.
7. Hirschey, Mark & Nofsinger, John, "Investments: Analysis and Behaviour", The McGraw Hill Companies, New York, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

PORTFOLIO MANAGEMENT (F- 304)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The objective of this course is to give the students an in depth knowledge of the theory and practice of Portfolio Management.

Course Contents:

Introduction: Meaning and need of Portfolio Management, Portfolio Investment Process; Risk and Return.

Portfolio Construction: Approaches in Portfolio Construction, Selection of Portfolio; Markowitz Model; Sharpe Index Model.

Capital Market Theory: Capital Asset Pricing Theory, Arbitrage Pricing Theory, and Fama and French Model.

Investment Styles: Contrarian and Momentum Investment Styles.

Portfolio Performance Evaluation: Portfolio performance and risk adjusted methods - Sharpe Performance Index, Treynor's Performance Index and Jensen's Performance Index; Components of Portfolio Performance: Market Timings, Stock

selectivity, Diversification and Risk; Benchmark Portfolios for Performance Evaluation.

Portfolio Revision: Need for Portfolio Revision, Portfolio Revision Strategies, Constraints in Portfolio Revision; Formula Plans; Revision and the Cost.

Suggested Readings:

1. Bhalla, V. K., "Investment Management: Security Analysis and Portfolio Analysis", S. Chand, New Delhi, 2005.
2. Ranganatham, M. and Madhumathi, R., "Investment Analysis and Portfolio Management", Pearson Education, New Delhi, 2008.
3. Pandian, Punithavathy, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi, 2007.
4. Sharpe, William, F., Alexander, Gordon, J. and Bailey, Jeffery V., "Investments", Prentice Hall of India, New Delhi, 2007.
5. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill, New Delhi, 2008.
6. Bhat, Sudhindra, "Security Analysis and Portfolio Management", Excel Books, New Delhi, 2008.
7. Jr., James L. Farrell, "Portfolio Management: Theory and Applications", McGraw Hill Companies, INC., New York, 1997.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

CORPORATE TAX PLANNING (F- 401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

Introduction: Basic concepts of Income Tax, Residential status of a company.

Computation of Income: Computation of income under the different heads of income; Set off and Carry forward of losses; Deductions and exemptions.

Tax Planning-I: Meaning and scope of tax planning; Tax planning regarding location of undertaking and dividend policy, inter corporate dividends and transfers.

Tax Planning-II: Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Replacements and Capital Budgeting Decisions and Managerial Remuneration etc.

Suggested Readings:

1. Ranina, H. P., "Corporate Taxation: A Handbook", Oriental Law House, New Delhi.
2. Singhania, V. K., "Direct Taxes: Planning and Management", Taxman, New Delhi.
3. Srinivas, E. A., "Handbook of Corporate Tax Planning", Tata McGraw Hill, New Delhi.
4. Ahuja, G K & Gupta Ravi, "Systematic Approach to Income Tax", Bharat Law House Allahabad.
5. Iyengar, A C., Sampat, "Law of Income Tax", Bharat House, Allahabad.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

PROJECTS PLANNING, ANALYSIS AND MANAGEMENT (F- 402)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objectives

The basic purpose of this course is to understand the frame work for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technicl Analysis; Financial Analysis; Analyis of Project Risk; Firm Risk and Market Risk; Social and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessmet of the Tax Burden; Environment Appraisal of Projects.

Suggested Readings

1. Ahuja, G K & Gupta Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997.
2. Bhall, V K. Modern Working Capital Management. New Delhi, Anmol, 1997.
3. Bhalla V K. Financial Management and Policy. 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

FINANCIAL DERIVATIVES (F- 403)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objectives: The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents:

Financial Derivatives: Introduction, Types of Derivatives, Derivatives Markets in India, Traders in Derivatives Markets, Management of Derivatives Exposure, Accounting and Tax treatment of Derivatives Transactions.

Forward: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards.

Futures: Fundamentals of Financial Futures, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures, Currency Futures.

Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options.

Swaps: Principles and valuation

Suggested Readings:

1. Bansal, Manish and Bansal, Navneet, "Derivatives and Financial Innovations", Tata McGraw Hill, New Delhi, 2008.
2. Gupta, S. L., "Financial Derivatives: Theory, Concepts and Problems", Prentice Hall of India, New Delhi, 2008.
3. Kumar, S. S. S., "Financial Derivatives", PHI, New Delhi, 2008.
4. Mishra, Bishnupriya and Debasish, Sathya Swaroop, "Financial Derivatives", Excel Books, New Delhi, 2007.
5. Hull, John C., "Options, Futures and Other Derivatives", Pearson Education, New Delhi, 2007

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

INTERNATIONAL FINANCIAL MANAGEMENT (F- 404)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The aim of this paper to give students an overall view of the international financial system and how multinational operations operate.

Course Contents:

Introduction: Finance function of Multinational Firm; Institutional Structure of International Financial Markets; Cost and Availability of International Financial Flows; International Financial Instruments.

International Working Capital Management: Aspects of International Cash Management; Investment Criteria and Borrowing Decisions; Centralised vs. Decentralised Cash Management; International Receivables Management; Securitisation of Receivables.

International Investment: Factors and Benefits; Direct and Portfolio Management; International CAPM; Capital Budgeting for Foreign Direct Investment; Assessing and Managing Political Risk.

International Financing: International Aspects of Raising Capital; Determining Financial Structure of Foreign Subsidiaries of MNCs; Financial Choices of an MNC and Foreign Affiliates; Costs and Risks of Financing.

Suggested Readings:

1. Maurice, D. Levi, "International Finance", McGraw Hill, New York.
2. Bucklay, A., "Multinational Finance", PHI, New Delhi.
3. Shaproo, A. C., "International Financial Management", PHI, New Delhi.
4. Apte, P. G., "International Financial Management", Tata McGraw Hills, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SPECIALISATION: MARKETING

ADVERTISING MANAGEMENT(M- 301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objective: The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective advertising programme.

Course Contents:

Advertising: Concept, Types, Forms and Importance. Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Theory of Cognitive Dissonance and Cues for Advertising Strategies; Concept of STP & advertising, Advertising and Consumer Behaviour; Advertising Planning and Objective Setting: DAGMAR Approach. Determination of Target Audience; Building of Advertising Programme - Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning, Role of Creativity in Advertising, Views of advertising authorities on copy-writing; Media Planning, Media Mix; Budgeting; Measurement of Advertising Effectiveness; Advertising Agency-types, functions, selection criteria, organizational structure, compensation and appraisal, Client-

agency and media agency relationships; History and current scenario of advertising agencies in India.

Suggested Readings:

1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
2. Arens and Bovee, Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.
5. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.
6. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, John & Moriarty Sandra, PHI, 2002.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

CONSUMER BEHAVIOUR (M- 302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: The subject explores the mysterious world of the consumer's psyche and helps the students to understand what makes consumers to purchase a particular product or avail a particular service.

Course Contents:

Consumer behaviour and consumer research; Evolution of consumer behaviour; Methods of studying consumer behaviour; Customer centric organizations; Consumer decision process model, Types of decision process; Factors influencing the extent of problem solving; Pre-purchase processes; Need recognition; Internal and external search; Pre-purchase evaluation.

Different types of purchase situations; Retailing and the purchase process; Determinants of retail success or failure; Point of purchase materials; Consumer logistics; Location based retailing; Direct marketing, Consumption behaviours; Consumption experiences; Importance of customer satisfaction, Factors affecting, satisfaction level; Demographics and consumer behaviour; Economic resources and consumer behaviour; Personality and consumer behaviour; Personal values;

Lifestyle, Motivational conflict and need priorities; Motivational intensity; Motivating consumer.

importance of consumer knowledge; Types of consumer knowledge; Sources of consumer knowledge; Benefits of understanding consumer knowledge; Consumer beliefs; Consumer feelings; Consumer attitudes; Consumer intentions; Culture and changing values and its effect on consumer behaviour and marketing; Social class and consumer behaviour; Importance of families and households on consumer behaviour, Role behaviour and its influence on the decision process; Family life cycles; Changing roles of women; Children and household consumer behaviour.

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; "Consumer Behaviour", Thomson Learning", New Delhi.
2. Loudon, David L. & Dellabitta, Albert, "Consumer Behaviour", Tata McGraw Hill; New Delhi.
3. Schiffman, Leon G., & Kanuk, Leslie Lazar, "Consumer Behaviour;" Pearson Education", New Delhi.

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4. Soloman, Michael R., "Consumer Behaviour - Buying Having and Being", Pearson Education; New Delhi.
 5. Nair, Suja R., "Consumer Behaviour in Indian Perspective", Himalaya Publishing House, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

Lifestyle, Motivational conflict and need priorities; Motivational intensity; Motivating consumer.

Importance of consumer knowledge; Types of consumer knowledge; Sources of consumer knowledge; Benefits of understanding consumer knowledge; Consumer beliefs; Consumer feelings; Consumer attitudes; Consumer intentions; Culture and changing values and its effect on consumer behaviour and marketing; Social class and consumer behaviour; Importance of families and households on consumer behaviour, Role behaviour and its influence on the decision process; Family life cycles; Changing roles of women; Children and household consumer behaviour.

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; "Consumer Behaviour", Thomson Learning", New Delhi.
2. Loudon, David L. & Dellabitta, Albert, "Consumer Behaviour", Tata McGraw Hill; New Delhi.
3. Schiffman, Leon G., & Kanuk, Leslie Lazar, "Consumer Behaviour," Pearson Education", New Delhi.

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4. Soloman, Michael R., "Consumer Behaviour - Buying Having and Being", Pearson Education; New Delhi.
 5. Nair, Suja R., "Consumer Behaviour in Indian Perspective", Himalaya Publishing House, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MARKETING RESEARCH (M- 303)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To enable students to learn the process, tools and techniques of marketing research

Course Contents:

Marketing Research (MR): Introduction, Importance, Nature and scope, Marketing research, MR process, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Problem Identification & Research Design: Development of Research Proposal, Types of Research Designs.

Data Collection: Primary and Secondary Data Resources, Online Data Sources, Primary Data Collection Methods- Questioning Techniques, Online surveys, Observation method, Preparation of questionnaire.

Aptitude Measurement and scaling Techniques: Elementary Introduction to measurement scales.

Sampling Plan: Universe, Sample frame and sampling unit, Sampling techniques, Sample size determination.

Data Collection: Organization of field work and survey errors-Sampling and non-sampling errors.

Research Report: Preparation and Presentation.

Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

Suggested Readings:

1. Beri, G.C., "Marketing Research", Tata McGraw Hill, New Delhi
2. Luck, D.J., "Marketing Research", Prentice Hall of India, New Delhi
3. Chisnall, Peter M, "The Essence of Marketing Research", Prentice Hall of India, New Delhi.
4. Churchill, Gilbert A., "Basic Marketing Research", Dryden press, Boston.
5. Tull, Donald and Hawkin, Del, "Marketing Research: Measurement and Methods", Prentice Hall of India, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SERVICE MARKETING (M- 304)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

Course Contents:

Introduction to Service Marketing: Role of services marketing; Consumer behaviour in service encounters; Customer interaction, Purchase process, Needs and expectations of customers; Positioning services in competitive markets; Search for competitive advantages; Market segmentation, Positioning vis-à-vis competitors.

Creating the Service Product: Identifying and classifying supplementary services, Planning and branding service-products, New service development; Designing communication mix; Branding and communication; Effective pricing objectives and foundations for setting prices; Distributing services; Options for service delivery, Place and time decisions, Delivery in cyberspace, Role of intermediaries.

Designing and managing service processes; Service process redesign, Customer misbehaviour; Balancing demand and capacity: Fluctuations in demand, Capacity constraints, Planning the service environment; Consumer responses to and dimensions of service environment; Managing people for service advantage: Service leadership and culture.

Managing relationship and building loyalty; Customer-firm relationship; Analyzing and managing customer base; Customer management relationship system in services marketing; Customer feedback and service recovery; Customer complaining behaviour, Principles and responses to effective service recovery, Service quality and the gap model, Measuring and improving service quality, Defining, measuring and improving service productivity; Organizing for service leadership; Search for synergy in service management, Creating a leading service organization.

Suggested Readings:

1. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, "Services Marketing People, Technology, Strategy", Pearson Education, New Delhi.
2. Zeithaml, Valarie A. & Bitner, Mary Jo, "Services Marketing – Integrating Customer Focus Across the Firm", Tata McGraw Hill, New Delhi.
3. Rao, K., Rama Mohana, "Services marketing", Person Education, New Delhi.
4. Hoffman & Bateson, "Essentials of services marketing", Thomson Asia Pvt. Ltd. New Delhi.
5. Rampal, M.K. & Gupta, S.L., "Services Marketing", Galgotia Publications, New Delhi.

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6. Shanker Ravi, "Services Marketing – The Indian Perspective", Excel Books, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

FOURTH SEMESTER

SALES MANAGEMENT (M- 401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To understand the critical functions of sales and distribution management for effective marketing of products.

Course Contents:

Nature of the basic selling function; Basic sale management and control process; Theories of selling; Customer prospecting; Setting personal selling objectives, Sales-related marketing policies; Sales organization and sales department relations.

Challenges of managing sales force; Recruiting selecting and training sales personnel; Sales force motivation; Compensation issues; Managing selling expenses.

Distribution in the marketing system; Distribution intermediaries and channels; Value addition through distribution; Channel decisions; Multi-channel marketing system; Legal and ethical issues in channel relations.

Building distributor loyalty; Efficiency in distribution: Compressing distribution costs; Integrating selling and distribution strategies; Use of IT in distribution process; Integrating distribution strategy with overall supply chain management.

Suggested Readings:

1. Cundiff, Edward, S.R. and G. Govoni Norman, "Sales Management: Decisions Strategies and Cases", Prentice Hall of India, New Delhi.
2. Futrell, "Sales Management", Thomson Learning, Bombay.
3. Rosenbloom, Bert, "Marketing Channels: A Management View", Thomson Learning, Bombay.
4. Anderson, E.R., "Professional Sales Management", Tata McGraw Hill, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

RURAL MARKETING (M- 402)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objective: The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.

Course Contents:

Nature, characteristics and the potential of rural markets in India, Socio-cultural, economic & other environmental factors affecting rural marketing; Attitudes and behavior of the rural consumers and farmers; Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning; Media Planning; planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds, Farm input & Pesticides: Organisation and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability; Marketing structure and performance; Processing facilities for different agricultural products. Role of warehousing; Determination of agricultural prices and marketing margins; Role of agricultural price commission. Role of central and state governments Institutions and organizations in agricultural marketing; Unique features of commodity markets in India; Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

Suggested Readings:

1. Arora, R C. Integrated Rural Development. 1979, Scharnd, New Delhi.
2. Desao. Vasal. Rural Development. 1988, Himalaya, Bombay.
3. Mishar, S. N. Politics and Society in Rural India. 1980, Inter India. Delhi.
4. Porter, Michael, E. Competitive Strategy. 1980. Free Press, New York.
5. Rudra, Ashok. Indian Agricultural Economics. Myths and Realities. 1982. Allied, New Delhi.
6. Stalk, George. Competing Against Time. 1990, Free Press, New Delhi.
7. Gopaldaswamy T.P. Rural Marketing, Wheeler Pub., New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

BRAND MANAGEMENT (M- 403)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: To impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

Course Contents:

Branding: Concept, challenges and opportunities, Brand equity, Strategic brand management, Brand positioning, Brand values, Brand personality, Brand image, Brand identity, Brand revitalization, Brand portfolio.

Building Brand Equity: Role of Integrated Marketing Communication, Brand Product Matrix, Brand Hierarchy, Brand Extension, Co-branding, Managing Brands over Geographical boundaries and market segments, Managing brands over time.

Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, Measuring outcomes of Brand Equity, Capturing Market Performance.

Suggested Readings:

1. Keller, Kevin Lane, "Strategic Brand Management", Pearson Education, New Delhi.
2. Sengupta, Subroto, "Brand Positioning: Strategies for Competitive Advantage", Tata McGraw Hil, New Delhi.
3. Kapoor, Jagdeep, "24 Brand Mantras", Safe Publications, New Delhi.
4. Kapferer, Jean Noel, "Strategic Brand Management", Kagan Page, New Delhi.
5. Cowley, Den, "Understanding Brand", Kegan Page, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

INTERNATIONAL MARKETING (M- 404)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To understand the growing importance of international marketing.

Course Contents:

Nature of international marketing process; Risks and benefits of international marketing Controllable and uncontrollable factors; International marketing environment; Assessing global marketing opportunities; Barriers facing international marketers; WTO provisions relevant to international marketing.

Understanding foreign consumers; Research and information system for international marketing; Foreign market entry strategies; Product development for foreign markets; International market segmentation and product positioning; Branding and packaging decisions; International product life cycle.

Intermediaries in international distribution; Channel selection, Evaluation and strategies; International advertising and promotion; Challenging of international selling; Pricing decisions in international marketing.

Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

Suggested Readings:

1. Walter, I. and T. Murray, "Handbook of International Business", John Wiley, New York.
2. Keegan, W. J., "Global Marketing Management", Prentice Hall of India, New Delhi.
3. Cateora, R.P. and L.J. Grahans, "International Marketing", Tata McGraw Hill. New Delhi.
4. Onkvisit, Oak and Shaw, "International Marketing", Prentice Hall of India, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SPECIALIZATION: HUMAN RESOURCE

**MANPOWER DEVELOPMENT FOR
TECHNOLOGICAL CHANGE (H- 301)**

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Manpower Management in the 21st Century: Environmental context of human resource management. The emerging profile of human resources; Changing technology.

Concept and process of technological innovation; Organizational implications of technological change; Transformation; Human resource implications of technological change.

Performance/potential evaluation in the context of new technology; Technology transfer with human face.

New issues in manpower training and career development.

Suggested Readings :

1. Clark, Jon, *Managing Innovation and Change*, University of Southampton, 1985.

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2. Clark, Jon, Human Resource Management and Technology Change, Sage, London, 1993.
 3. Gampbell, A and Warner, M. New Technology, Skills, and Management Routiedgc, London, 1992.
 4. Rastogi, P.N. Management of Technology and Innovation, Sage, New Delhi, 1995
 5. Warren, M. New Technology and Manufacturing Management Wiley, London, 1990.
 6. Womack, J.P. etc. The Machine that changed the world, Maxwell Macmillan, New York, 1990.
 7. Shittaker, D.H. Managing Innovation, Cambridge University Press, Cambridge, 1990.

COMPENSATION MANAGEMENT (H- 302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: This course is designed to promote understanding of the issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Course Contents:

Compensation: Concept, Importance, Components, Economic and Behavioural Theories, Determinants, Strategies for Managerial Compensation, Challenges in Compensation, Recent Trends in Managerial Compensation, Compensation Policies.

Managing Employee Compensation: Determination of Inter and Intra Industry Compensation differentials; Determining the worth of Jobs, Internal and External Equity in Compensation Package, Understanding various Components of Compensation Package like Fringe Benefits, Incentives and Retirement Plans, Pay for Performance Based Plans, VRS, Employee Stock Option Plan.

Compensation of Special Groups: CEOs, Directors, Senior Managers, R and D staff, Sales Compensation Plan, Compensation of Professionals and Knowledge Workers; International Compensation.

Statutory Provisions governing different Components of Reward System; Working of different institutions related to Reward System like Wage Boards, Pay Commissions, Role of Trade Unions in Compensation Management; Tax Planning.

Suggested Readings:

1. Milkovich, George, T. and Newman, J.M., "Compensation", Tata McGraw Hill, New Delhi, 2005.
2. Noe, Hollenback, Gerhart, Wright, Patrich, "Fundamentals of Human Resource Management", Tata McGraw Hill, New Delhi, 2007
3. Bhatia, S. K., "New Management in Changing Environment", Deep and Deep Publications, New Delhi, 2008.
4. Aswathapa, K., "Human Resource Management-Text and Cases", Tata McGraw Hill, New Delhi, 2008.
5. Bernarden, John H., "Human Resource Management- An Experiential Approach", Tata McGraw Hill, New Delhi, 2003.
6. Goel, Dewakar, "Performance Appraisal and Compensation Management", Prentice Hall of India, New Delhi.
7. Henderson, R.O., "Compensation Management", Pearson Education, New Delhi.
8. Martocchio, J. J., "Strategic Compensation", Pearson Education, New Delhi.
9. Armstrong, M and Murlis H, "Reward Management", Kogan Page, UK.
10. Singh, B. D., "Compensation Reward Management", Excel Books, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

HUMAN RESOURCE DEVELOPMENT STRATEGIES AND SYSTEM (H- 303)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To develop in depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems and practices and organization outcomes.

Course Contents:

Strategic HRM: Concept, Need, Investment Perspective of SHRM; Strategic HR vs. Traditional HR; Approaches to SHRM; Barrier to Strategic HR, HR Strategic Role.

Strategic Fit Frameworks: Linking HRM Practices to Organizational Outcomes; Business Strategy and Human Resource Planning; Sustained Competitive Advantage through Inimitable HR Practices.

HR Systems: Staffing, Reward and Development Systems, Employee and Career Development Systems, Performance Management System.

Regarding Employee Surpluses: Downsizing and Layoffs, Termination Strategies; Domestic and International Labour Markets.

Suggested Readings:

1. Dessler, Gary, "Human Resource Management", Pearson Education, New Delhi.
2. Mello, Jeffrey A., "Strategic Human Resource Management", Thomson Learning Inc.
3. Agarwala, Tanuja, "Strategic Human Resource Management", Oxford University Press, New Delhi, 2007.
4. Dreher, George and Thomas Dougherty, "Human Resource Strategy", Tata McGraw Hill, New Delhi, 2007.
5. Greer, Charles, "Strategic Human Resource Management", Pearson Education, 2008.
6. Belcourt, Maonica and Kenneth Mc Bay, "Strategic Human Resource Planning", Thomson Learning Inc.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES (H- 304)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

Course Contents:

Organizational Change: Concept, Nature, Types, Levels, Process of Managing Organizational Change, Resistance to Change, Approaches to Planned Change.

Organizational Development (OD): Concept, Nature, Process, Prerequisites, Evaluation.

OD Intervention: Team Building, Inter-group, Third Party Interventions, T-Group, Structural Interventions and the Applicability of OD, Coaching and Mentoring, Role Focused Interventions.

OD Consultants: Role, Essentials, Ethics of OD Professionals, Internal and External consultants.

Contemporary Issues: Organizational Designs and Work Culture, HRM Role and OD; Future Trends in OD.

Suggested Readings:

1. Cummings, Thomas G. and Christopher G. Worley, "Organisation Development and Change", Thomson Learning, New Delhi.
2. Ramnarayan S., Rao, T.V. and Kuldeep Singh, "Organization Development Intervention and Strategies", Response Books, New Delhi.
3. French, W. L. and. Bell, C.H. "Organisation Development", Prentice Hall of India, New Delhi, 1991.
4. Chowdhry, Subir, "Organization 21C", Pearson Education, New Delhi.
5. Bhatia, S.K., "Management of Change and Organization Development", Deep and Deep Publications, New Delhi, 2005.
6. Robbins, S.P., "Organizational Behavior", Pearson Education, New Delhi, 2004.
7. Rannarayan, S., Rao, T.V. and Singh, Kuldeep, "Organization Development -Intervention and Strategies", Response Books, New Delhi, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGEMENT TRAINING AND DEVELOPMENT (H- 401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment - Organizational Analysis, Task Analysis, Manpower Analysis, Performance Analysis; Competency Mapping.

Designing the Training Programme: Concept of Learning, Principles of Learning, Conditions for Learning, Learning Cycle, E-learning; Training Climate and Pedagogy; Developing Training Modules.

Training Methods and Techniques: Role Playing, Lecture, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Management Games, Simulations, T-group method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

Effectiveness and Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Return on Investment in Training; Evaluation of Training Costs.

Emerging Trends in Training and Development: Cross Culture Training, Knowledge Management, Grid Training, SSL Technology.

Institutions Governing Training Programme: ILO, Government Agencies, Central Board of Workers Education.

Suggested Readings:

1. Rao, O. L., "Enriching Human Capital through Training and Development", Excel Books, New Delhi, 2008.
2. Agochia, Devendra, "Every Trainer's Handbook", Sage Publications, New Delhi.
3. De Simone, R. L. and Harris, D. M., "Human Resource Management", Thomson Learning, Bombay.
4. Sahu, R. K., "Training for Development", Excel Books, New Delhi.
5. Blanchard, P Nick, and James W. Thacker, "Effective Training-Systems, Strategies and Practices", Pearson Education, New Delhi.
6. Goldstein, "Training in Organization", Thomson learning, Bombay.
7. McGrath, "Training for Life and Leadership in Industry", Prentice Hall of India, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGING INTERPERSONAL AND GROUP PROCESSES (H- 402)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents:

Groups and Teams: Nature, Types, Stages, Characteristics, Structure, Groups vs. Teams; Group Synergy, Team Building, Group Decision-Making.

Influencing Processes: Interpersonal Communication; Power, Politics; Leadership in Organizations: Nature of leadership, Theories of Leadership, Leadership styles.

Group Conflicts and Negotiation: Inter-group Conflicts, Reasons of Conflicts, Consequences, Managing Inter-group Conflicts, Negotiation.

Suggested Readings:

1. Ivancovich, Konopaske, Matteson, "Organizational Behaviour and Management", Tata McGraw Hill, New Delhi, 2006.
2. Luthans, Fred, "Organizational Behaviour", Tata McGraw Hill, New Delhi, 2005.
3. Green Berg Jerald, Bason Robert, "Behaviour in Organization", Prentice Hall of India, New Delhi, 2003.
4. Worley and Cummings, "Organisational Development and Change", Thomson, New Delhi, 2007.
5. Robbins, S. P., "Organizational Behaviour", Pearson Education, New Delhi, 2004.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

HUMAN RESOURCE PLANNING AND DEVELOPMENT (H- 403)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in Organizations.

Course Contents:

Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Levels of Human Resource Planning: Macro Level and Organizational Level, Models and Techniques of Manpower, Demand and Supply Forecasting.

Behavioural Factors in Human Resource Planning: Wastage Analysis, Retention, Redeployment and Exit Strategies.

Career Management: Career Planning, Performance Planning, Potential Appraisal, Career Development, Succession Planning.

Human Resource Development: Concepts, Goals, Challenges, HRD Climate, Culture, HRD Strategies, HRD Approaches for coping Organizational Change.

Emerging Trends and Issues in HRPD: Balanced Scorecard, Six Sigma, Quality of work life, Human Resource Information System, HR Valuation, HR Audit, Multi-skilling, Total Quality Management.

Suggested Readings:

1. Bhattacharya, Kumar, Dipak, "Human Resource Planning", Excel Books, New Delhi, 2006
2. Patanayak, Biswajeet, "Human Resource Management", PHI, New Delhi, 2003.
3. Aswathapa, K., "Human Resource Management-Text and Cases", Tata McGraw Hill, New Delhi, 2008.
4. Thomson, R. and Mabey, C., "Developing Human Resources", Oxford, Butterworth, Heinemann, 1994.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

GLOBAL HUMAN RESOURCE MANAGEMENT (H- 404)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

Course Contents:

International Human Resource Management: Concept, Nature, Difference between Domestic and GHRM, Challenges of GHRM, Strategic GHRM.

Cross Cultural Issues in GHRM: Cross Cultural Differences and Managerial Implications, Hofstede's Study, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism.

Managing and Supporting Global Assignments: International Recruitment and Selection, Training and Development for Global Assignments, International Compensation Management, International Performance Management, Repatriation, International Industrial Relations.

Global HRM Trends: Global Business Ethics, Social Responsibility, Women Expatriates, Future of GHRM.

Suggested Readings:

1. Bedi, Kishore, "Global Human Resource Management", Wisdom Publications, New Delhi, 2007.
2. Dowling, P. J., Welch, D.E., "International Human Resource Management, Thomson Learning, 2007.
3. Aswathappa, K., Dash, Sadhna, "International Human Resource Management", Tata McGraw Hill, New Delhi, 2008.
4. Dessler, Gary, "Human Resource Management", Pearson Education, New Delhi, 2003.
5. Edwards, T., Rees, C., "International Human Resource Management", Pearson Education, New Delhi, 2007.
6. Vance M.C., Paik Y., "Managing a Global Workforce", Prentice Hall of India, New Delhi, 2007.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.