

N.C.College of Engineering

Israna-132107 (Panipat)



Scheme and Syllabus

2016-17

MBA

Second Year (4th Semester)

N.C. COLLEGE OF ENGINEERING, ISRANA

SCHEME OF STUDIES AND EXAMINATION DEPARTMENT OF MANAGEMENT STUDIES MBA (Semester-IV) 2016-17

During 4th Semester in addition to Compulsory Papers & Research Project a student shall have SIX optional papers. A student will specialize in two areas by opting FOUR papers from major area of specialization and TWO papers from minor area of specialization

Subject Code	Subject	L	T	P	Contact Hours	Credits
Compulsory Papers						
MBA-401	Entrepreneurial Development	4			4	4
MBA-402	Research Project	4			4	4
Optional Papers						
Finance						
MBA-411	Principles of Insurance & Banking	4			4	4
MBA- 412	Management of Financial Services	4			4	4
MBA- 413	Project Management	4			4	4
MBA- 414	Portfolio Management	4			4	4
MBA- 415	Corporate Tax Planning	4			4	4
MBA-416	International Financial Management	4			4	4
Marketing						
MBA-421	International Marketing	4			4	4
MBA-422	Service Marketing	4			4	4
MBA- 423	Industrial Marketing	4			4	4
MBA-424	Rural and Agricultural Marketing	4			4	4
MBA- 425	Integrated Marketing Communication	4			4	4
MBA-426	Direct Marketing	4			4	4
Human Resource Management						
MBA- 431	Counseling Skills for Managers	4			4	4
MBA- 432	Management Training and Development	4			4	4
MBA- 433	HRD: Strategies and Systems	4			4	4
MBA-434	Legal Framework governing Human Relations	4			4	4
MBA- 435	Global Human Resource Management	4			4	4
MBA- 436	Manpower Development for technological Change.	4			4	4

MARKS DISTRIBUTION

(ACCORDING TO AUTONOMY)

FOR ALL THEORY COURSES: -

1. On semester evaluation of all theory courses total: 100 marks

Distribution

I. Mid semester exam:	20 marks
II. Mid semester exam:	20 marks
Continues Evaluation Test (CET):	20 marks
Attendance:	20 marks
Teacher's assessment:	20 marks

2) End semester (final examination) of all theory courses

Total: 100 marks

3) Total of on semester + end semester evaluation

is of : 200 marks

4) To pass a theory course student should obtain

Minimum: - 40 marks in on semester evaluation.

: - 35 marks in end semester evaluation.

Total: - 80 marks out of 200.

Criterion for passing and failing the theory course: -

- a) If students fails in on semester evaluation despite passing in aggregate one will have to repeat that course.
- b) If student pass in on semester evaluation but fails in end semester exam he/ she will be permitted to appear in supplementary examination.
- c) If student is pass both in on semester evaluation and end semester evaluation but fails in total then He/ she would have to appear in supplementary exam.
- d) If attendance in a course is below 75%, the student shall not be permitted to appear in the End- Semester Examination.

FOR ALL PRACTICAL (LABORATORY) COURSES: -

I) On semester evaluation of all practical (laboratory) courses would be of total: 120 marks.

Distribution

Performance of class practical:	60 marks
Reports of practical:	60 marks

II) End semester evaluation (final lab exam + oral or viva test)

Total: 80 marks

III) Total of on semester evaluation final lab examination + end semester evaluation is of : 200 marks

IV) To pass a lab course student should obtain

Minimum: - 48 marks in on semester evaluation.

28 marks in end semester evaluation.

Total- 80 marks out of -200

Criterion for passing and failing the lab course is just like theory course.

CALCULATION OF SEMESTER GRADE POINT AVERAGE: -

Semester grade point average (SGPA) is the weighted average of the grade for the subjects registered **in a Semester** and is computed as follows:

$$SGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

C_i denotes the Credits (or Units) assigned to the i th subject and G_i denotes the Grade Point Equivalent to the Letter Grade obtained for the i th subject.

Cumulative Grade Point Average (CGPA) is the weighted average of the grades of the subjects for the registered in the semester

4th Semester (MBA)
Entrepreneurship Development
MBA-401

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Entrepreneurship: Introduction, Entrepreneur: Meaning of Entrepreneur; Evolution of the Concept; Functions of an Entrepreneur, Types of entrepreneur, Intrapreneur – an emerging class, Concept of Entrepreneurship-Evolution of Entrepreneurship; Development of Entrepreneurship; The entrepreneurial Culture; Stages in entrepreneurial process. Significance of entrepreneur in economic development. Economic, social and psychological need for entrepreneurship. Characteristics, qualities and pre-requisites of an entrepreneur. The function of the entrepreneur in economic development of a country.

UNIT-II

Starting a new enterprise: Methods and procedures to start and expand one's own business, life cycle of a new business & relationship with large enterprises. Feasibility study – Preparation of feasibility reports: Selection of factory location.

UNIT-III

Achievement motivation, environmental factors affecting success of a new business, reasons for the failure and visible problems for business. Feasibility study – Preparation of feasibility reports: 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.

UNIT-IV

Institutions supporting entrepreneurs Small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDO, Indian Institute of Entrepreneurship, DIC, Single window, Latest Industrial policy of Government of India Entrepreneurship development programmes; role of various institutions in development entrepreneurship in India.

Suggested Readings

1. Clifton, Davis S. and Fyfe, David E. : “Project Feasibility Analysis”. 1977 John Wiley, New York.
2. Desai Vasant : “Entrepreneurship Development” ; Himalayan Publications.
3. Gupta C.B. : “Entrepreneurship Development in India” ; S.Chand.
4. Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra, 2007
5. Maddhurima Lall, Shikha Sahai, Entrepreneurship Excel Books, 2006
6. Kurakto, Entrepreneurship-Principles and practices, 7th Edition, 2007, Thomson publication

4th Semester (MBA)
Principles of Insurance and Banking
MBA-411

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Conceptual framework of Insurance, Fundamental and Basic principles of insurance. Classifications of insurance, Concept of Underwriting and Re-Insurance, Life office organization and composition, Life insurance products, Plans of Insurance, Group Insurance Proposal to policy, Policy servicing, Claims.

UNIT-II

Elements of Insurance: Players in Life and Non-Life Insurance sector – Insurance documents – Role and responsibilities IRDA – Provisions of Insurance Act 1938 – Insurance Ombudsman. Risk Management Bancassurance- concepts – critical issues – functional aspects – Indian Scenario – Future Prospects – Insurance Accounting – Financial Analysis and valuations- Solvency and performance measures.

UNIT-III

Banking system and structure in India- Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act

UNIT-IV

The terms banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation– Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters Banking Technology- Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – EFD –RTGS

Suggested Readings

1. Mithani and Gordon. “Banking and Financial Systems”, Himalaya Publishing House, Mumbai.
2. Sunderaram and Varshney. “Banking Theory, Law and practice” Sultan Chand & Sons, New Delhi.
3. Prasad K, Nirmala, J Chandradas. “Banking and Financial System” Himalaya Publishing House, Mumbai.
4. Jha, S M. “Service Marketing” Himalaya Publishing House, New Delhi.

4th Semester (MBA)
Management of Financial Services
MBA-412

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Financial Services-Meaning, Nature and Types. Leasing: concept, classification, accounting, legal and tax aspects of leasing, financial evaluation of leasing. Hire purchase finance and consumer credit: conceptual framework; legal aspects; taxation; accounting and reporting; financial evaluation of hire purchase finance; features of consumer credit.

UNIT-II

Factoring: meaning, characteristics and types of factoring arrangements; factoring in India; factoring Vs forfeiting; Factoring vs Bill Discounting. Housing finance: introduction, Functions, prudential norms, housing finance schemes. Venture capital: Meaning, modes of financing. Book building: concept and mechanism of Book building; and benefits of Book building.

UNIT-III

Credit rating: meaning and types; benefits of credit rating to investors and companies; credit rating agencies; objectives and functions. Credit cards: concept and significance; types of credit cards; credit card business in india Bought out deals: meaning and nature; mechanism of Bought out deals; advantages; the present scenario.

UNIT-IV

Securitisation: concept, mode, mechanism and beneficiaries of Securitisation in India Depository: concept; Depository participants, functions of Depository system, benefits of Depository, Depository system in India. Role and functions of merchant bankers.

Suggested Readings:

1. Khan M.Y. : Management of Financial services, McGraw Hill 2001
2. Gordan, E and K. natrajan : Emerging Scenario of finanacial Services. Himalaya Publishing House 1997.
3. Meidan, aurther Brennet, M.: Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim,suk and Kim Seung : Global Corporate Finance : Text and Cases , 2nd ed. Miami florida , Kotb 1993

4th Semester (MBA)
Project Management
MBA-413

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Generation and screening of project idea, Capital Expenditure: Importance and Difficulties, Time value of money, Inflation and Capital Budgeting, Venture Capital and Private Equity,

UNIT-II

Market Demand and situational Analysis, Technical analysis, Financial Analysis, Analysis of Project risk, Firm risk and Market risk.

UNIT-III

Social cost and benefits analysis, Multiple Projects constraints, Network Techniques for Project Management, Project review and administrative aspects, Pre-Requisites for successful project implementation.

UNIT-IV

Project Financing in India, Problem of time and cost overrun in public sector enterprise in India, Assessment of tax burden, Environment Appraisal of Projects, Human aspects of project management.

Suggested Readings

1. Ahuja , GK & Gupta Ravi: Systematic Approach to Income Tax
2. Bhalla, V.K : Financial Management and policy
3. Chandra, Prasana: Projects: Preparation, Appraisal, Budgeting and Implementation
4. Dhankar, Raj S: Financial Management of Public Sector Undertakings , New Delhi of India

4th Semester (MBA)
Portfolio Management
MBA-414

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Introduction-Meaning, need, risk & return, determination of portfolio, Portfolio theory-Traditional and Markowitz Approach, Phases of portfolio Management

UNIT-II

Sharpe Single Index Model, Corner Portfolio, Arbitrage Pricing Theory, Optimum Portfolio, selection and problems. Efficient Frontier: Meaning & construction, Investors Utility and efficient frontier

UNIT-III

Capital Asset Pricing Model, Efficient Frontier (i) risk free & (ii) risk lending and borrowing, leveraged portfolio, market portfolio, Capital Market Line, Security Market Line, Characteristic Line

UNIT-IV

Portfolio Revision: Meaning, Need and constrains, formula plan, constant dollar value plan, constant ratio plan, variable ratio plan, Bond Portfolio Management strategies, Portfolio Performance evaluation, Risk Adjusted Performance Measures

Suggested Readings

1. Alexander, Gordon J and Sharpe, William F.: Fundamentals of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Kevin: Portfolio Management, Prentice Hall of India, New Delhi
3. Strong: Portfolio Management, Thomson Learning, Bombay.
4. Sharpe: Investments, Prentice Hall of India, New Delhi
5. Fisher Donald E. and Jorden, Renold J.: Security Analysis and Portfolio Management
6. Punithavathy Pandian: Security Analysis and Investment Management, Vikas Publishing House Pvt Ltd.

4th Semester (MBA)
Corporate Tax Planning and Management
MBA-415

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT –I

Basics concept of income tax , residential status of companies, computation of income tax under different heads of income, set of and carry foreword of losses .

UNIT-II

Deductions and exemptions in additional tax on undistributed profits, corporate profits surtax act, computation of tax liabilities, meaning and scope of tax planning and location of undertaking.

UNIT-III

Ownership pattern, Tax planning regarding dividend policies, issue of bonus shares, inter corporate dividend and transfer, tax planning relating to amalgamation and merger of companies.

UNIT-IV

Tax consideration in respect of specific managerial decisions like make of buy, own or lease, close or continue, sales in domestic market or exports, replacement and capital budgeting decision.

Suggested Readings:

1. Ahuja,G K & Gupta ,Ravi Systematic approach to income tax. Allahabad, Bharat Law House, 1999.
2. Iyenger, AC Sampat Law of income Tax. Allahabad, Bharat Law House, 1999.
3. Singhania, V.K. Direct Taxes: Law and Practices. Delhi, Taxman, 1991
4. Srinivas, E.A Handbook of Corporate Tax Planning, New Delhi, Tata Mcgraw Hill, 1986

4th Semester (MBA)
INTERNATIONAL FINANCIAL MANAGEMENT
MBA-416

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Multinational financial management-An overview; evolution of International Monetary system and financial systems; cost and availability of financial flows; international financial instruments.

UNIT-II

International cash management-aspect of international cash management; centralised vs decentralised cash management; international receivable management; securitisation of receivables.

UNIT-III

International investments- international portfolio vs direct investment decisions; Multinational capital budgeting- application and interpretation; assessing and managing political risk; cost of capital and capital structure of multinational firm.

UNIT-IV

International aspects of raising capital- strategic considerations in euro equity issues; international bond financing; dividend policy of multinational firms; taxation of multinational firm; country risk analysis

Suggested Readings:

1. Shapiro C. Alan: Multinational Financial Management, Prentice Hall of India, N. Delhi.
2. Buckley Adrian: Multinational Finance, Prentice Hall of India, N. Delhi.
3. Sharan: International Financial Management, Prentice Hall of India, N. Delhi.
4. Bhalla V.K: International Financial Management, Anmol Publications Pvt. Ltd., N.Delhi.
5. Apte P.G: International Financial Management, Tata McGraw Hill, N. Delhi.

4th Semester (MBA)
International Marketing
MBA-421

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

International Marketing: Concept, Definition, Nature, Orientations, Benefits and Scope; Reasons and Motivations underlying international trade; International Marketing Process; Domestic Vs. International Marketing.

UNIT-II

International Marketing Environment: Political, Legal and Cultural Environment; International Institutions: WTO, IMF, World Bank and UNCTAD.

UNIT-III

International Market Analysis: Marketing Research, Factors influencing international market selection and strategies; Basic Modes of entry; Segmentation, Targeting and Positioning, International Planning and Control.

UNIT-IV

International Marketing Mix: International Product: International Product Life Cycle, Product Standardization Vs. Product Adaptation, Branding and Packaging; International Pricing: Factors affecting Pricing Decisions, Information required for Pricing Decisions, Pricing Strategies, International Pricing Policy, International Distribution Channels: Types, Policy and Selection of International Distribution Channels; International Promotion: Advertising, Sales Promotion, Trade shows and Exhibitions, Direct Marketing and E – Marketing.

Suggested Readings:

1. Vern Terpestra and Ravi Sarthy: International Marketing, Thomson Simon Majaro.
2. Warren. J. Keegan: Global Marketing: Pearson EDU/PHI, New Delhi.
3. Sak Onkvisit and Jhon Shaw: International Marketing: (Analysis and Strategy), PHI, N. Delhi
4. R.L Varshney and B. Bhattacharya: International Marketing: Sultan Chand Publications

4th Semester (MBA)
Service Marketing
MBA-422

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

The Emergence of service economy; Nature of services, Difference in goods and service marketing; Marketing Challenges in service business; Marketing Framework for service business;

UNIT-II

The service classification; Service product Development; The service consumer Behaviour; Service management trinity; Emerging trends in service marketing

UNIT-III

Quality issues and quality models; Managing productivity and differentiation in service organization; Demand-Supply management. Delivering service through intermediaries and electronic channels.

UNIT-IV

Employee role in Service delivery, Pricing of Services, Service Recovery Management; Relationship Marketing; Employee Empowerment, customer Involvement in services.

Suggested Readings:

1. Zeithmal, V.A. and Britner,MJ :Service Marketing edition , McGraw Hill, New Delhi,2002
2. Lovelock, Christopher H.: Service Marketing,People Technology Strategy,4th edition , Pearson Education,New delhi.
3. Hoffman & Bateson : Essential of Service Marketing Thomson Learning , Mumbai.
4. Shankar, Ravi : Service Marketing , Excel,2002.
5. Rampal M.K & Gupta S.C.:Service Marketing;GalgotiaPublishing Company , New Delhi.
6. Rust, Zahorika and Kenningham:Service Marketing.
7. Mcdonald, Malcom and Payne,A. : Marketing Planning Service, Butterworth, Heinemann,1996.

4th Semester (MBA)
Industrial Marketing
MBA-423

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Understanding Industrial Markets; Industrial Customers; Classification of Industrial goods and Nature of demand in industrial markets.

UNIT-II

Industrial Marketing Strategy: Strategic Planning, Assessing Marketing Opportunities, Segmentation of Industrial Markets; Industrial Marketing Research Process, Industrial Purchasing System and Vendor Analysis and Understanding Industrial Consumer Behavior.

UNIT-III

Product Planning Process and Positioning, Industrial Product Mix Strategy and Decisions; Industrial Pricing; Price Determination; Pricing Policies and Strategies and Industrial Services.

UNIT-IV

Formulation of Distribution Strategy; Logistics Management; Industrial Marketing Communication; Sales Force Management, Advertising and Sales Promotion, International Industrial Marketing Scenario.

Suggested Readings:

1. Reader, Robert.R. Industrial Marketing; Analysis, Planning and Control, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havaladar, Krishan K; Industrial Marketing, TMH, New Delhi
4. Corey, E Raymond, Industrial Marketing; Cases and Concepts, 3rd Ed. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1983.
5. Gross, A.C, Business Marketing Boston, Houghton Mifflin, 1993
6. Hill, Richard, etc. Industrial Marketing, Homewood Illinios, Richard D. Irwin,1975
7. Webster, F E. Industrial Marketing Strategy, 2nd ed. New York, john Wiley, 1979.

4th Semester (MBA)
Rural and Agricultural Marketing
MBA-424

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Nature, characteristics and the potential of rural markets in India, socio-cultural, economic and other environmental factors affecting rural marketing; Attitudes and behavior of the rural consumers and farmers; Marketing of consumer durables, FMCGs and services in the rural markets.

UNIT-II

Marketing of agricultural inputs with special reference to fertilizers, seeds, Farm input & Pesticides; Marketing of agricultural produce; Classification of agricultural products with special reference to seasonability and perishability; Marketing of Rural Artesian Products.

UNIT-III

Marketing and processing facilities for different agricultural products, Role and importance of Warehouses; Determination of agriculture prices and marketing margins and role of agricultural price commission; Role of central and state governments in agricultural marketing with special reference to co-operative marketing in India.

UNIT-IV

Principles of Innovation for Rural markets; Corporate Sector in Agri-business, Cultivation, Processing and Retailing; e-rural marketing; Organized Rural Retailing, Rural Market Mapping; IT for Sustainable Rural Development and relevance of e-Governance for Rural India.

Suggested Readings:

1. Balram Dogra & Karminder Ghuman, Rural Marketing concepts and practices, TMH, New Delhi
2. Desao, Vasat, Rural Development, 1988, Himalya, 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

8. Rahman, Habib-ur, Rural Marketing

4th Semester (MBA)
Integrated Marketing Communication
MBA-425

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

Unit I

The Communication Process- The nature of Communication, A Basic Model of Communication- Source Encoding, Message, Channel, Receiver/ Decoding, Noise, Response, Feedback. Analysing the Receiver, The Response Process, Cognitive Processing of Communications- The Cognitive Response Approach, The Elaboration Likelihood Model.

Unit II

Establishing objectives for integrated Marketing Communication Programmes- The value of objectives- Communications, Planning & decision-making, Determining Promotional Objectives- Marketing versus Communication objectives. Sales versus communication objectives- Sales oriented objectives, communication objectives.

Unit III

Creative strategy, Planning and Development, The importance of Creativity in Advertising, Advertising Creativity, Planning Creative Strategy- The Creative Challenge, Taking Creative Risks, Creative Personnel, The Creative Process, Creative Strategy Development. Creative Strategy: Implementation and Evaluation, Appeals and Execution Styles, Creative Tactics for print advertising, Creative Tactics for Television.

Unit IV

The Internet and integrated Marketing Communications- Advertising, Sales Promotion on the Internet, Personal Selling on the Internet, Public Relations on the Internet, Direct Marketing on the Internet. The Process of Public Relations- Developing & Executing the PR Programme, Publicity

Suggested Readings:

1. George E. Belch & Michael A Belch: Advertising & Promotion – An Integrated Marketing Communications Perspective, TMH, 6/e.
2. Kotler Philip: Analysis, Planning, Implementation & Control, Pearson Education, Delhi.
3. Blythe: Marketing Communication, Pearson Education, New Delhi.
4. Tom Duncan: Integrated Marketing Communication, TMH, New Delhi.
5. O' Guinn: Advertising, Vikas Publishing House, New Delhi

4th Semester (MBA)
Direct Marketing
MBA-426

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT - I

Direct Marketing: Definition, Scope & Importance of Direct Marketing; Direct Marketing Modes: Tele Marketing, Catalogue Marketing, Network Marketing, Data-base Marketing, Changing face of Direct Marketing. Element of Direct Marketing: Planning a Direct Marketing Programme, Direct Marketing and Developing New Business; Guidelines for Effective Direct Marketing- Likely Pitfall, Rules for Success.

UNIT - II

Institutional Direct Marketing: Industrial Direct Marketing; Retail Direct Marketing; Dealer- identified Direct Marketing. Segmentation and Target Marketing; Marketing Mix for Direct Marketing: Product, Price, Place and Promotion strategies.

UNIT -III

Direct Marketing Operations: Planning Direct Marketing Campaign, Communication for Direct Marketing, Media Planning; Fulfillment and Customer Service- Receiving and Processing Orders, Inventory and Warehousing Decisions, and Customer Service.

UNIT -IV

Tools & Techniques: Role of Information Technology in Direct Marketing; Developing Customer Databases; Cost Analysis and Cost Control of Direct Marketing, Evaluating Effectiveness of direct marketing. Applications of Direct Marketing: Financial Services Marketing, Fund Raising; Customer Loyalty Program.

Suggested Readings:

1. Mc Donald, William J.: Direct Marketing, TMH, New Delhi, 1998.
2. Bird Dryayton: Common Sense Direct Marketing, Kogan Page, London.
3. Bob Stone: Successful Direct Marketing Methods, NTC, Chicago.
4. Edward, NASH: The Direct Marketing Handbook, TMH, New Delhi.
5. Edward, NASH: Direct Marketing, TMH, New Delhi.
6. Roberts, M.L and P.D Berger: Direct Marketing Management, Prentice Hall, New Jersey.
7. Stone, Martin, Derek Davies and Alison Bond: Direct Hit, Macmillian, New Delhi.

4th Semester (MBA)
Counseling Skills for Managers
MBA-431

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Introduction to Counseling-Need for work, emergence & growth of counseling over years, Approaches to Counseling, Goals of Counseling-Five Major Goals of Counseling, Role of Counselor, Value in Counseling

UNIT-II

Process of Counseling-5-D Model of Counseling Process, Phases of Counseling-Developing the Relationship, Defining Problems etc, Skills of Counselor

UNIT-III

Assessing Client problem, Selection of Action Strategies-Changing Behavior through Counseling, Guidelines for Effective Counseling, Coping with Occupational Stress

UNIT-IV

Role Conflicts in Counseling, Special Problems in counseling, , Organizational application of Counseling Skills, Performance Management, Ethics in Counseling

Suggested Readings:

1. Corner, L.S. and Hackney: The Professional Counsellor`s Process Guide Helping, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1987
2. McLennan, Nigel: Counselling for Managers, Aldershot, Grover, 1996
3. Moursund J: The Process of Counselling and Therapy, 2nd ed, Englewood cliffs, Prentice Hall Inc, New Jersey, 1990
4. Munro, C. A etc:- Counselling : A skills Approach, Methuen, 1980
5. Reddy, Michael: Counselling at work, British psychological Society and Methuen, London and New York, 1987

4th Semester (MBA)
Managing Training and Development
MBA-432

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Introduction to Training Concept: Definition, Meaning, Need for Training, Importance of Training, Objectives of Training, and Types of Training, Training and Development.

UNIT-II

Designing and Implementing a Training Program: Steps in Training, Assessment of Training Needs (Person Analysis, Task Analysis, Organization Analysis), Methods and Process of Needs Assessment, Methods and Techniques of Training, Training Climate.

UNIT-III

Evaluation of Training Program: Need, Principles, Criteria, Techniques and Process of training evaluation. Learning: Principles of Learning, Theories of Learning, and Process of Learning, Action Research.

UNIT-IV

Emerging Trends: Technology in Training (CBT, Multimedia Training, E-Learning/Online Learning), Special Issues In Training and Employee Development, The Future of Training and Development..

Suggested readings:

1. Beunet, Roger ed: Improving Training effectiveness, Aldershot 1988.
2. Buckley R. & Caple, Jim: The theory and Practice of Lynton, R. Pareek U.: Training for development, Vistaar, 2nd Ed.
3. Pepper Allan D., Managing the Training and Development function, Aldershot 1984
4. Rae.L.; How to measure Training effectiveness, Aldershot 1986
5. Raymond A Noe, Employee Training and Development, Tata McGraw Hill, New Delhi, 2008.

4th Semester (MBA)
HRD: Strategies and Systems
MBA-433

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4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Field of HRD-Concepts and goals HRD instruments, processes and outcomes, HRD department and their role, Role of HRD Managers, Competency requirements of HRD managers.

UNIT-II

Designing HRD Interventions, HRD Interventions and their applications in organizations performance appraisal Training, & development, Potential appraisal Assessment center, Role analysis, Organizational development, HRD climate and practices in India.

UNIT-III

HRD System design principles, design and administration of selected HRD systems, TQM & HRD, HRD approaches for coping with organizational changes, HRD Strategies in Organizations.

UNIT-IV

HRD for workers, Role of Trade Unions in HRD, Technology & HRD, Emerging trends & Challenges, HRD Audit.

Suggested Readings:

1. Dayal Ishwar; Successful applications of HRD, new concepts- New Delhi 1996
2. Dayal Ishwar; Designing HRD Systems, concepts- New Delhi 1993
3. Parikh, U etc; Managing Transactions: the HRD response, THM, New Delhi 1992.

4th Semester (MBA)
Legal Framework Governing Human Relations
MBA-434

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Introduction to labour laws: Emergence & objectives of Labour laws & their socio-economic environment. Trade Union: Objectives, Functions, Need, Types and The Trade Union Act, 1926.

UNIT-II

Laws relating to Industrial Dispute and Social Security: Industrial Dispute: Causes and Machinery for prevention and settlement of Industrial Disputes. Industrial Dispute Act, 1947.

UNIT-III

Social Security Laws: Social Security in India, Workmen's Compensation Act, 1923; Employee's State Insurance Act, 1948, The Payment of Gratuity act, 1972.

UNIT-IV

Laws relating to Wages and Working Conditions: The Minimum Wages Act, 1948; The Payment of Wages act, 1936; The Equal Remuneration Act, 1978; The Payment of Bonus Act, 1965; The Factories Act, 1948.

Suggested Readings:

1. S.K.Bhatia, "Constructive Industrial Relation and Labour Laws", Deep and Deep Publications, New Delhi, 2003.
2. TN.Chabra, R.K.Suri, "Industrial Relations : Concepts and Issues", Dhanpat Rai & Sons Publications, New Delhi, 2002.

4th Semester (MBA)
Global Human Resource Management
MBA-435

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Human and Cultural Variables in global organization; Structural evolution of Global organization;

UNIT-II

Cross cultural Leadership and Decision making; Cross Cultural Communication and Negotiation.

UNIT-III

Human Resource Management in global organization; Selection, Source, Selection criteria for International Assignment..

UNIT-IV

Compensation and Appraisal in Global Perspective, MNC and Compensation system, cross cultural differences and Managerial implication.

Suggested Readings:

1. Adler N.J, International Dimensions Of Organizational Behavior, Boston,, Kent Publishing, 1991
2. Hofsted G, Cultural Consequences: International Dimensions in Work Related Values, London Sage, 1984.
3. Mead, R , International Management: Cross Cultural Dimensions, Blackwell, Camb, Mass, 1994

4th Semester (MBA)
Manpower Development for Technological change
MBA-436

L T
4 0

On Semester Examination: 100
End Semester Examination: 100

- Note: - 1. There are NINE questions in a set of question-paper. All questions carry equal marks.**
- 2. Attempt five questions in all. FIRST question is compulsory which covers the whole syllabus. Attempt ONE question from each of the other four Units.**

UNIT-I

Manpower Management in the 21st century; Environment context of Human Resource Management ; The Emerging Profile of Human Recourses; Special features of new Technology.

UNIT-II

Concept and Process of Technological Innovations; organization Implication of Technological change.

UNIT-III

Human Resource Implication of Technological Change; Performance/Potential Evaluation in the Context of new Technology.

UNIT-IV

Technology Transfer with Human face; New issues in Manpower Training and career Development.

Suggested Readings:

1. Dayal, Ishwar, Successful applications of HRD, New concepts, New Delhi 1996
2. Dayal, Ishwar, Designing HRD Systems, Concepts, New Delhi 1993
3. Kohli, Udesb and Sinha, HRD –Global Challenges and Strategies in 2000 AD, ISTD, New Delhi 1995