



CHRIST

UNIVERSITY

Declared as Deemed to be University under Section 3 of UGC Act 1956

DEPARTMENT OF MANAGEMENT STUDIES

CURRICULUM

**BACHELOR OF BUSINESS ADMINISTRATION
(BBA)**

2011

Hosur Road, Bangalore – 560 0029, Karnataka, India

**DEPARTMENT OF MANAGEMENT STUDIES
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
COURSE STRUCTURE**

I – Semester

Code No	Description	Contact hrs/week	Credit	Marks
CIS 1020	Introduction to End user Computing	5	3	100
ENGL 1600	Developing Fluency & Clarity in English	5	5	100
GEOG 1000	World Ecological Problems	4	4	100
MATH 1160	Finite Mathematics	4	3	100
ACTY 2100	Principles of Accounting I	4+1	3	100
MGCS 1320	Management Concepts	4	4	100
LAN 1310	Second Language	3	3	100
FOC 1310	Holistic Education	1	1	Grade
	Co-curricular Activities/Seminar	4		
	TOTAL	35	26	700

II – Semester

Code No	Description	Contact hrs/week	Credit	Marks
ENGL 1050	Thought & Writing	5	4	100
COM 1700	Interpersonal Communication	4	3	100
BUS 1750	Business Enterprise	4	3	100
ECON 2010	Principles of Microeconomics	4	3	100
ACTY 2110	Principles of Accounting II	5	3	100
LAN 2310	Second Language	3	3	100
PRO 2710	Project (ED)	-	1	50
FOC 2310	Holistic Education	1	1	Grade
CAS 2720	Co-curricular Activities/Seminar	4	1	Grade
	TOTAL	30	22	650

III – Semester

Code No	Description	hrs/week	Credit	Marks
COM 1040	Public Speaking	4	3	100
PSCI 1050	Critical Thinking in Politics	4	3	100
SOC 2000	Principles of Sociology	4	3	100
MATH 2160	Business Statistics	4	3	100
MGMT 2500	Organizational Behaviour	4	3	100
ECON 2020	Principles of Macro Economics	4	3	100
CAM 3360	Cost & Management Accounting	4	3	100
PRO 3710	Project (IRP)	-	1	50
FOC 3310	Holistic Education	1	1	Grade
	Co-curricular Activities/Seminar	4		
	TOTAL	33	23	750

IV – Semester

Code No	Description	Contact hrs/week	Credit	Marks
BUSF 4310	Business Finance	4	3	100
MKTG 2500	Marketing Management	4	3	100
PSCI 2500	International Relations	5	4	100
SOC 3340	Pacific – Rim Asian Societies	4	3	100
HRM 4350	Human Resource Management	4	3	100
RSM 4360	Research Methodology	4	3	100
PRO 4710	Project (SRP)	-	1	50
FOC 4310	Holistic Education	1	1	Grade
CAS 4720	Co-curricular Activities/Seminar	4	1	Grade
T O T A L		30	22	650

V Semester

Course code	Title	No. of hours	Marks	Credits
INTB 5310	International Business	4+1	100	3
DTX 5330	Direct Taxes	4+1	100	3
STMG 5340	Strategic Management	4+1	100	3
ELECTIVE – 1 FINANCE				
SAPM 5410	Security Analysis and Portfolio Management	4	100	3
GBF5420	Global Business Finance	4	100	3
SFM5430	Strategic Financial Management	4	100	3
ELECTIVE – 2 MARKETING				
COB 5510	Consumer Behaviour	4	100	3
BMG 5520	Brand Management	4	100	3
RMG 5550	Retail Management	4	100	3
ELECTIVE – 3 HUMAN RESOURCE MANAGEMENT				
IRL 5630	Industrial Relations Law	4	100	3
CMG 5640	Compensation Management	4	100	3
IHRM 5660	International Human Resource Mgt.	4	100	3
	Co-Curricular Activities and Seminar	4		
INT 5720	Internship		100	4
EVS 5730	Environmental Studies		Grade	1
PRO 5710	Project (ELECTIVE)	2		
TOTAL		33	700	23

VI Semester

Course code	Title	No. of hours	Marks	Credits
MIS 6320	Management Information System	4	100	3
PRMG 6350	Production Management	4	100	3
BZL 6360	Business Law	4	100	3
ELECTIVE – 1 FINANCE				
AMA 6440	Advanced Management Accounting	4	100	3
IDTX6450	Indirect Taxes	4	100	3
MACQ6460	Mergers and Acquisitions	4	100	3
ELECTIVE – 2 MARKETING				
ADMG 6530	Advertising Management	4	100	3
SMG 6540	Sales Management	4	100	3
RMKG6560	Rural Marketing	4	100	3
ELECTIVE – 3 HUMAN RESOURCE MANAGEMENT				
HRD 6610	Human Resources Development	4	100	3
ORD 6620	Organisation Development	4	100	3
SHRM 6650	Strategic Human Resource Management	4	100	3
PRO 6710	Project (ELECTIVE)	2	100	4
CAS 6720	Co-Curricular Activities and Seminar	4	Grade	1
ICL 6720	Indian Constitution Laws		Grade	1
	TOTAL	30	700	24

- Every week two hours for Co-Curricular activities
- Every week one hour for Current Affairs
- Every week one hour for Mentoring
- Every week two hours for Library

Total Marks	4150	Total Credits	143
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I SEMESTER

CIS 1020: INTRODUCTION TO END-USER COMPUTING

Objective:

This course focuses on developing students' business computing skills along with their understanding of how such skills could be applied in a business environment. The business computing skills covered shall relate to spreadsheets, databases, web page editing and the use of computers as a presentation medium. The course concepts shall relate to applying information technology for business solutions and academic research.

Unit: 1 **5 HRS**

WebCT, Windows Environment, Spreadsheets.

Unit: 2 **10 HRS**

Worksheets, Cell references, formats, functions, auto shapes, documentation.

Unit: 3 **10 HRS**

Lists, Auditing, Protection, lookup functions, Goal Seek, Linking and Embedding.

Unit: 4 **5 HRS**

Lists, sort, Filter, Macros, Pivot Tables.

Unit: 5 **5 HRS**

Web page layout considerations, tables links and Dream weaver.

Unit: 6 **8 HRS**

Relational Database, Tables, Forms, Reports, Mail merge, sections, page numbers in Word.

Unit: 7 **7 HRS**

Relationships, Multiple Table Queries, Group data in reports.

Unit: 8 **5 HRS**

Websites & Databases, Access in HTML.

Unit: 9 **5 HRS**

Graphics, Multi-media, animation.

Recommended Books:

1. Adamski, Finnegan, Thomas Course Technology, 2002
2. Zimmerman, Thomson Course Technology, 2002

ENG 1600: DEVELOPING FLUENCY AND CLARITY IN ENGLISH

Objective:

English 160 is designed to improve a number of skills, which is inclusive of speaking, reading, listening and writing skills. It uses an integrative approach whereby the English Language components of reading, writing, oral and speaking components are used together to enhance the students' ability to communicate and write effectively in English.

Unit: 1

6 HRS

Introduction: Evaluation Essay, Brainstorming, Writing Thesis Statement, Writing Topic Sentences, Writing Paragraphs.

Unit: 2

6 HRS

Introduction to types of Essay- Descriptive, Argumentative, Narrative, Letter Writing

Unit: 3

6 HRS

Present Time, Past Time, Future Time, Writing an Outline, Writing an Essay.

Unit: 4

6 HRS

Parts of a Speech, Reading Comprehension, Types of Sentences

Unit:5

10 HRS

Connecting Ideas, Speaking –Group Discussion, Essay- Formal Letter, Comparisons

Unit: 6

10 HRS

Count-Noncount Nouns & Articles.

Unit: 7

10 HRS

Phrases & Clauses.

Unit: 8

6 HRS

Gerunds and Infinitives, Adjectives, Reading Comprehensions, Essay writing

Recommended Books:

1. Schramper Azar, Fundamentals of English Grammar, Pearson Longman ESL, 1992

GEOG 1000: WORLD ECOLOGICAL PROBLEMS

Objectives:

The intent of this course is to give you a large picture of the environments in which we live, and how man interacts and changes that environment. Is change always better? How have we (mankind) effected the environment over our short history here on “Mother” Earth? And finally, what are we, or should we be doing to help save our planet we live on, and make our environments a safer place for our kids? We will obtain this objective a lot of different ways.

Unit: 1 **10 HRS**

Introduction to Environmental History; Global Cycles

Unit: 2 **10 HRS**

Environmental Concern (Establish groups and chose topics)

Unit: 3 **5 hrs**

Population India and The World

Unit: 4 **8 hrs**

Ecosystems; Land Use: Atmospheric, Hydrologic

Unit: 5 **7 hrs**

Soils; Hazardous Waste

Unit: 6 **10 hrs**

Land Use: Open land and Sustainability; Energy

Unit: 7 **10 hrs**

Biodiversity; Environmental Management

Recommended Books

1. Carolyn Merchant, D. C Health And Company, Major problems in American Environmental History
2. John L Allen , Students Atlas on Environmental Issues

MATH 1160: FINITE MATHEMATICS

Objective:

This course will cover sets, functions, relations, graphs, digraphs, trees, recursion, mathematical induction and other proof techniques. Also included in the discussion will be counting techniques, Boolean Algebras and asymptotic analysis of algorithms. The relationship of these concepts with computer science will be emphasized. Prerequisite: MATH 1160, and an introductory programming course.

UNIT – 1

5 HRS

Linear Models

Linear Equations and Inequalities in One variable Linear functions slope and equations of a line linear mathematics models constructing mathematical models.

Unit – 2

10 hrs

Systems of linear equations and matrices

Solutions of linear systems by the echelon method solution of linear system by the gauss Jordan method, Addition and subtraction of Matrices, Multiplication of Matrices, Matrices Inverse, Input-output models.

Unit – 3

8 hrs

Linear Programming: The graphical Method

Graphing Linear inequalities, Solving Linear programming problems, Graphically, Applications of Linear Programming

Unit – 4

6 hrs

Linear Programming: The Simplex Method

Slack Variables and the Pivot, Solving Maximization problems, Nonstandard problems, Minimization, Duality

Unit – 5

6 hrs

Sets and Probability

Sets, Application of Venn Diagrams, Introduction to Probability, Basic Concepts of Probability, Conditional Probability, Independent Events, Bayes' Theorem

Unit – 6

10 hrs

Counting Principles, Future Probability Topics

The Multiplication Principle, permutation, combinations, Probability Applications of Counting Principles, Bernouli Trials, Probability Distributions, Expected Value

Unit – 7

5 hrs

Statistics

Frequency Distributions: Measures of Central Tendency, Measures of Variation, The Normal Distribution, The Binomial Distribution

Unit – 8

5 hrs

Markov Chains

Basic Properties of Markov chains, Regular Markov chains, Absorbing Markov Chains.

Unit – 9

5 hrs

Game Theory

Decision Making Strictly Determined Games, Mixed Strategies, Game Theory and Linear Programming

Recommended Books

1. Mizrahi / Sullivan , Finite Mathematics , 5th Edition , Scott Foresman & Company
2. Goldstein/Schneider/Sregai, Finite Mathematics and Application, 5th Edition, Prentice Hall.

ACTY 2100 – PRINCIPLES OF ACCOUNTING I

Primary Objective:

This course is intended to provide knowledge on accounting practices in sole and partnership firms of 21st century and equip students with concepts, process and reporting of financial statements in modern organizations.

Specific Objective:

- To educate students about the accounting principles and practices
- To know the accounting cycle and steps involved in preparation of financial statements.
- To know the practice of accounting in different forms of business except limited liability companies.

UNIT – I:

Introduction to Accounting:

6 Hrs

Meaning, Need for accounting, Internal and External users of accounting information, limitations of accounting, accounting Concepts and Conventions, Accounting Practices, Generally Accepted Accounting Principles, IFRS (concept only).

UNIT – II:

Accounting systems & process

15 Hrs

Nature of accounting, Accounting equation - Systems of accounting (Single entry and Double entry), Process of accounting transactions, types of accounts, Rules of accounting. Journal - Meaning, features, simple and compound entries. - Books of Accounts leading to the preparation of Trial Balance, Capital and revenue expenditures, Capital and revenue receipts, Contingent assets and contingent liabilities, Fundamental errors, including rectifications thereof (concept only).

UNIT – III:

12 Hrs

Subsidiary books

Subsidiary books – material evidences – proforma invoice, debit and credit note, types of subsidiary books - Sales book, Sales return book, Purchases book, Purchase returns book, receivable book, payable book, Cash Book- (Single column, double column, and three columnar cash book, petty cash book) and journal proper.

UNIT – IV

Bank reconciliation statement

8 Hrs

Need for reconciliation and preparation of bank reconciliation statement.

UNIT – V:

12 Hrs

Single Entry system of book-keeping

Single entry and difference with double entry - ascertainment of profit or loss by statement of affairs method - conversion of single entry into double entry - application under conversion method - difference between statement of affairs and balance sheet - preparation of final accounts under conversion method.

UNIT – VI

Fundamentals of Partnership

8 Hrs

Preparation of partners capital account- fixed and fluctuating-preparation of profit and loss adjustment account –calculation of interest on drawings. Limited liability partnership (concept only)

UNIT – VII:

14 Hrs

Final Accounts

Preparation of Trading and Profit and Loss account and balance sheet of sole trading concerns and partnership firms including all adjustments.

Skill development

1. You are required to collect the financial Report of any two listed company and compare their accounting elements and present an analytical report on the same. The report should consist of Accounting system, standards, schedules and other key factors of accounting.
2. Assuming that you are starting a business pass journal entries for imaginary transactions for the first quarter and prepare income statement and Balance sheet.
3. develop a partnership deed for registering a partnership firm. Assume the terms and refer the partnership act of 1932.

BOOKS FOR REFERENCE:

1. S.N. Maheshwari, Fundamental of Accounting.
2. Shukla and Grewal - Advanced Accountancy
3. Gupta and Radhaswamy - Advanced Accountancy Vol-I
4. Jain S P and Narang K L, Basic Financial Accounting – I
5. B.S.Raman accountancy vol-I & II
6. Reddy and appannaih- Fundamental of Accounting

RECOMMENDED BOOKS:

Jain S P and Narang K L, Basic Financial Accounting – I

MGCS1320: MANAGEMENT CONCEPTS

Objective: Is to provide a comprehensive understanding of the Principles and theories of Management practices.

UNIT -I

8 hrs

Nature of Management – Definition of Management, Nature of Management- Management as a Science or Art- Management as a profession- Administration and Management.

UNIT -II

12 hrs

Evolution of Management Thought- Scientific Management, Contributions of Henry Fayol, Hawthorne Experiments and Human Relations, Contributions of Behavioural Scientists- Schools of Management Thought

UNIT -III

8 hrs

Functions of Management- Nature of Management functions- Principles of Management, Management of Change-Social Responsibility and Ethics.

UNIT -IV

12 hrs

Planning- Nature and Definition of Planning- Importance and Steps in planning- Types of Plans- Objectives and MBO- Policy and Strategy- Forecasting and Decision Making

UNIT -V

10 hrs

Organising- Nature and purpose- Principles of Organization- Types of Organisation- Departmentation- Committees- Authority and Responsibility- Centralization Vs Decentralization.

UNIT -VI

12 hrs

Directing-Principles-Theory X & Y- Motivation and Behaviour- Theories of Motivation- Maslow's theory, Herzberg's Theory, McClelland's Theory
Leadership – Theories and Styles of leadership
Communication-Meaning and importance, barriers.

UNIT -VII

8 hrs

Staffing-Manpower planning-Recruitment and Selection- Training and Development- Performance Appraisal.

UNIT -VIII

5 hrs

Co-ordination- Cooperation, Techniques of Coordination- Control- Essentials of Control- Control Techniques.

UNIT IX

2 Hrs

Service Learning- Introduction to service learning concepts, Types of Service learning, Significance of Service Learning, Phases of service learning

BOOKS FOR REFERENCE:

1. Stoner, Freeman, Gilbert Jr, Management, Prentice Hall
2. Koontz, Weihrich, Essentials of Management, Mc.Graw Hill
3. S.L Gupta, Anurag Mittal, Dr. Sunil K. Gupta, Case Studies in Management, Wisdom Publications
4. R.K Sharma, Shashi Gupta, Business Management, Kalyani Publishers
5. L.M. Prasad, Principles and Practice of Management, Sulthan Chand publishers

II SEMESTER

ENGL 1050: THOUGHT AND WRITING

Objective:

Thought and Writing is your opportunity to improve upon abilities you have developed in critical thinking, communication, and specifically writing. Our focus will be on careful analysis of ideas, images, stories, and texts, examining how analysis leads to interpretation. The papers required for this course will articulate your analysis and interpretation in prose that meets the expectations of an academic audience. This course requires a significant amount of reading, participation, writing, and rewriting. Broad goals for you in the course include:

- Developing dexterity with processes of generating, drafting, revising, editing, and proofreading.
- Adapting your writing for academic readers by incorporating suggestions from your peers and instructor.
- Developing skill at writing papers which present and elaborate on ideas.

UNIT: 1 **10 hrs**
Introduction: Intro to Exploratory Writing

UNIT: 2 **12 hrs**
Exploratory Draft

UNIT: 3 **15 hrs**
Conferences

UNIT: 4 **15 hrs**
Sentence combining

UNIT: 5 **8 hrs**
Thesis statements, Research strategies, Prewriting

Recommended Books:

- 1) Steven M View, CA (McGraw Hill) Mayfield, 1996 – Writing Exploratory Essays.
- 2) Silverman, Jay, Hughes, Elaine and Roberts Wienbroer, Diana, New McGrae Hill, 2002 – Rules of Thumb: A guide for Writers.

COM 1700: INTERPERSONAL COMMUNICATION

Course Objective

Introductory course in communication their practice. Students will utilize their powers of Speech to increase effectiveness in interpersonal relationships through understanding of self and others.

Course Contents

UNIT 1: *Foundations*

5 hrs

UNIT 2. **Interpersonal Process**

5 hrs

Why we communicate, the communication process, interpersonal communication defined, communication principles, communication misconceptions, communication competence.

UNIT 3. **Communication and the Self**

5 hrs

Communication and the self concept presenting the self, communication as impression management

UNIT 4. **Perception**

5 hrs

The perception process, influences on perception, common tendencies and perception, perceiving others more accurately, perceptions and emotions

UNIT 5. **Creating and Responding to Messages**

5 hrs

Listening

The importance of listening, the challenges of listening, reasons for listening, components of listening, types of listening responses

UNIT 6. **Language**

5 hrs

The nature of language, the impact of language, uses (and abuse) of language, gender and language

UNIT 7. **Non verbal communication**

5 hrs

Non verbal communication defined, characteristics of non verbal communication, differences between verbal and non verbal communication, functions of non verbal communication, types of non verbal communication

UNIT 8. **Dimensions of interpersonal relationships**

5 hrs

Goals of interpersonal relationships, why we form relationships, communications and relational states, communicating about relationships, compliance gaining in interpersonal relationships, making relationships work

UNIT 9. **Communication climate**

5 hrs

What is Communication climate? How Communication climates develop, creating positive climates, transforming negative climates

UNIT 10. **Intimacy and distance in relationships**

5 hrs

Intimacy and distance, striking a balance, inferences on intimacy and distance, self disclosure in relationships, alternatives to self disclosure, choosing and optimum level of self disclosure

UNIT 11. Managing conflicts

5 hrs

What is conflict? Function and dysfunctional conflicts, individual conflict styles, conflict in relational systems, variable in conflict style, methods of conflict resolutions.

UNIT 12. Intercultural communication

5 hrs

Why study intercultural communication? Fundamental concepts, cultural values and norms, codes and culture, verbal codes, non verbal codes, decoding messages, developing intercultural communication competence.

Recommended text books

Title: Interplay. 6th CD

Authors: Adler, Ronald B, Lawrence B Reseafeld, Neil Towne

Publisher: Harcourt Brace. 1995

Supplemental Text Books

Title: Why am I afraid to tell you what I am?

Author: Powell, John S. J

Publisher: Tabor Publishing

BUS 1750 – BUSINESS ENTERPRISE

- UNIT 1** **5 hrs**
Business, What is Corporate Social Responsibility, How to Succeed,
- UNIT 2** **5 hrs**
Capitalism and Free Market, Entrepreneurship, Why Entrepreneurship Fails?
- UNIT 3.** **5 hrs**
Team Roles, Team Development, Positive and Negative Roles, Team process, Team Assignments, Forms of Business Ownerships.
- UNIT 4.** **5 hrs**
Management and Leadership. Employee Empowerment, Competitive Analysis
- UNIT 5** **5 hrs**
Managing the move towards Customer Driven Business Organizations
- UNIT 6** **5 hrs**
Managing Production and Operations
- UNIT 7** **5 hrs**
Human Resource Management, Finding and keeping the Best Employees
- UNIT 8** **5 hrs**
Marketing: Customer and Stakeholder Relationship Marketing, Developing and pricing products and services.
- UNIT 9** **5 hrs**
Distributing products effectively and competitively; Supply chain Management, promoting products using interactive and integrated marketing communication.
- UNIT 10** **5 hrs**
Understanding Financial Information and Accounting. Financial Management Securities markets, Financing and Investing opportunities. Understanding Money and Financial Institutions.
- UNIT 11** **5 hrs**
Competing and Global Markets, Motivating and building self managed Teams
- UNIT 12** **5 hrs**
Demonstrating Ethical Behavior and Social Responsibility

Recommended Books:

1. William G Nickels, James M McHugh and Susan M. Mchugh, Irwan, Understanding Business, McGraw Hill, 1999.

ECON 2010: PRINCIPLES OF MICROECONOMICS

Objective:

This course is designed to provide you with a basic understanding of microeconomic concepts. You will learn to understand and use the tools that economists use to analyze various economic issues and apply the science of economics to everyday problems. This course introduces the concepts of scarcity and opportunity cost, supply and demand, the demand for goods, costs of production, market structures, labor markets, regulation and deregulation of business, financial markets, taxation, welfare, social security, and an introduction to international trade and finance. Students completing this course will have a greater understanding of key microeconomic issues and how they affect businesses and individuals, as well as the important economic terms and trends.

UNIT 1 **2 hrs**

Economics: The Core Issues

UNIT 2 **3 hrs**

The U.S. Economy: A Global View

UNIT 3 **5 hrs**

Supply and Demand

UNIT 4 **5 hrs**

The Public Sector

UNIT 5 **5 hrs**

The Demand for Goods

UNIT 6 **5 hrs**

Costs of Production

UNIT 7 **5 hrs**

The Competitive Firm

UNIT 8 **5 hrs**

Competitive Markets, Monopoly, Oligopoly, Monopolistic Competition

UNIT 9 **5 hrs**

Regulation, Deregulation of Business

UNIT 10 **5 hrs**

Environmental Protection

UNIT 11 **5 hrs**

The Farm Problem, The Labor Market, Labor Unions

UNIT 12

5 hrs

Financial Markets, Taxation

UNIT 13

5 hrs

Transfer Payments, International Trade

Recommended Books:

1) Schiller, Bradley McGraw-Hill Irwin, 2003 – The Micro Economy Today.

ACTY 2110 – PRINCIPLES OF ACCOUNTING II

Knowledge required:

Basics of accounting principles and practices in different forms of business organizations and accounting standards followed for recording transactions.

Primary Objective:

To make students familiar with the Accounting practices of limited liability companies and to understand the concepts, processes and procedures that comprise financial accounting for business enterprises on domestic and international front.

Secondary objective:

- To acquaint students with public issue process and accounting effects.
- To understand the AS14 accounting procedures for mergers and takeovers.
- To comprehend the reconstruction accounting procedure in Indian.
- To equip students with the knowledge of global accounting practices and recent developments in accounting profession.

UNIT I

12Hrs

Share capital -Issue of Shares

Meaning- Kinds of Shares- Recent developments in public issue of shares - Book building - Fixed price methods - Problems on issue and allotment of Shares - Calls in arrears and Calls in Advance- Over Subscription and under Subscription - Issue of Shares at Premium, Discount .(forfeiture of shares - Reissue of forfeited shares - Issue of Shares to the Vendors, Issue of Shares to the Promoters).

UNIT II

12Hrs

Final Accounts of Limited Liability Companies: Preparation of Income Statement/Profit and Loss Account, Profit and Loss Appropriation Account and Balance Sheet – (horizontal and vertical) in accordance with the provisions of the existing Companies Act (Excluding Managerial Remuneration).

UNIT III

20Hrs

Amalgamation, Absorption & External reconstruction of Companies: Pooling Method by nature of business (Amalgamation) and business purchase (Absorption and external reconstruction) as per Accounting Standards – 14. Difference between Amalgamation and Absorption - Calculation of purchase Consideration under Different methods, Settlement of Purchase Consideration - Problems on Amalgamation, Absorption and External Reconstruction (excluding inter-company transactions and holdings).

UNIT IV

10 Hrs

Internal Reconstruction

Meaning, Forms of Reconstruction, Alteration of Capital and Capital Reduction - Internal Reconstruction Vs External reconstruction, Practical Problems

UNIT V

6 Hrs

Cost accounting- meaning and scope- objective- advantage of cost accounting- cost concept- cost centre- cost unit- classification and element of cost- costing method and technique- activity based costing- target costing (Theory). Preparation of cost sheet, Tender and Quotations.

Skill Development:

This course is intended to develop students to take up accounting as a profession with practical skills in the Indian and global organizations. Specifically the following skills are learned in the course of study.

1. Collect any three recent public issues Red herring Prospectus and discuss its contents. The report should contain information of
 - . Price band,
 - . bidding period,
 - . Minimum lot,
 - . category of Investors, mode of payment
 - . The Issuer,
 - . Book Running Lead Managers
 - . Syndicate Members
 - . Bidding Centers
 - . Escrow Bankers
 - . Registrars

The copy of the Prospectus has to be attached with the report.

2. Collect two listed companies annual report and comment on its accounting policies and practices.
3. You are required to develop the scheme of internal reconstruction of a company which is undergoing consistent losses.
4. Collect the details of two mergers cases in India and abroad and discuss its motives, deal price and effect on balance sheet.

BOOKS REFERENCE:

1. R.L Gupta and M. RadhaSwami- Advanced Accountancy VOLUME II
2. B.S. Raman- Advanced Accountancy VOLUME I&II
3. Shukla and Grewal- Advanced Accountancy VOLUME I&II
4. Jain and Narang- Advanced Accountancy VOLUME I&II
5. S.N. Maheshwari- Corporate Accounting
6. James A Schweikart – International Accounting: A Case Approach– McGraw Hill
7. Paul E Holt – International Accounting, 6/e – Dame Publications
8. Cost Accounting- M.N.Arora, (Himalaya Publishing House)
9. Cost Accounting- S.P. Jain and K.L Narang (Kaylani Publishers)

BOOKS RECOMMENDED:

S.N. Maheshwari- Corporate Accounting

III SEMESTER

COM 1040: PUBLIC SPEAKING

Objective:

The study of the application of principles of communication underlying effective oral presentations, with attention given to speaking in business, professional and public settings. Includes practice in preparing, presenting and evaluating speeches and other forms of oral presentations.

Unit 1: Overview	2 hrs
Unit 2: Anxiety,	2 hrs
Unit 3: Your First Speech	5 hrs
Unit 4: Listening	5 hrs
Unit 5: Selecting a Topic	5 hrs
Unit 6: Understanding Audiences	5 hrs
Unit 7: Supporting your Speech	3 hrs
Unit 8: Organizing Your Ideas	3 hrs
Unit 9: Intros and Conclusions	3 hrs
Unit 10: Outlining	3 hrs
Unit 11: Language	3 hrs
Unit 12: Delivering Your Speech	3 hrs
Unit 13: Visual Aids	3 hrs
Unit 14: Informative Speaking	3 hrs
Unit 15: Persuasive Speeches	3 hrs

Unit 16: Persuasive Strategies **3 hrs**

Unit 17: Special Occasions **3 hrs**

Unit 18: Small Groups **3 hrs**

Recommended Books:

1) Sellnow, Deanna Thomason: Wadsworth, 2002 – Public Speaking: A Process Approach.

PSCI 1050: CRITICAL THINKING ABOUT POLITICS

Objective:

While we will discuss a number of currently salient political issues, our primary emphasis will be on developing and refining critical thinking skills that can be applied in many areas of our lives and that are needed to become informed consumers of political information and rational participants in our democratic political process. Rather than cover factual material about American government or any other aspect of politics, we will use political examples to learn the principles of critical thinking. We will examine such topics as argumentation, persuasion, assumptions, deductive and inductive reasoning, and rhetoric. We also will learn to analyze statistical information, public opinion surveys, controlled studies, and the media. This course is intended primarily for first-year and second-year students and for non-majors in political science.

Unit: 1 Foundations of arguments; Persuasive argumentation; Value assumptions	4 hrs
Unit: 2 Reality assumptions; Security vs. civil liberties in the war on terrorism; Review of reality assumptions and continued discussion of security vs. civil liberties in the war on terrorism; Assigned Readings discussion	4 hrs
Unit: 3 Deductive arguments; Deductive arguments II; Review of deductive arguments and discussion of issue TBA	4 hrs
Unit: 4 Logical fallacies I; Logical fallacies II; Discussion and review of logical fallacies	4 hrs
Unit: 5 Iraq discussion/debate; Review for Midterm; Continuation of Iraq discussion	4 hrs
Unit: 6 Inductive reasoning and evidence; Review of midterm and of inductive reasoning and evidence	4 hrs
Unit: 7 Statistics as evidence; Causal generalizations; Review of statistics and causal generalizations	4 hrs
Unit: 8 Controlled Studies I; Controlled Studies II; Review of controlled studies	4 hrs
Unit: 9 Language and rhetoric in politics I; Review of language and rhetoric	4 hrs
Unit: 10 Language and rhetoric in politics II; Discussion/debate of drug policy; Review of language and rhetoric, debate on drug policy	8 hrs

Unit: 11**8 hrs**

Discussion/debate of drug policy; Suggestion in the Media; Review of suggestion in the media, debate on drug policy

Unit: 12**4 hrs**

Media structure and politics

Unit: 13**4 hrs**

Is the media biased? Conflicting views; Wrap-up discussion on the media, final thoughts; Review for Final Exam

Recommended Books:

1) Diestler, Sherry, Prentice Hall, 2000 – Becoming a Critical Thinker

SOC 2000: PRINCIPLES OF SOCIOLOGY

Objective:

This course is designed to introduce you to the study of social phenomena. It will present views from numerous perspectives within sociology. The purpose of this course is twofold: first, to introduce you to the principles of sociology (and the work sociologists do), and second, to help you develop your "sociological imagination"

Unit: 1 **10 hrs**
Sociological Perspective, Culture

Unit: 2 **6 hrs**
Socialization, Social Structure

Unit: 3 **6 hrs**
Groups & Organizations

Unit: 4 **8 hrs**
Deviance & Social Control

Unit: 5 **10 hrs**
Social Stratification, Social Class

Unit: 6 **10 hrs**
Race & Ethnicity, Gender & Age, Politics & Economy, Marriage & Family

Unit: 7 **10 hrs**
Education & Religion, Population & Urbanization, Social Change

Recommended Books:

1. Henslin, James M Allyn & Bacon, A Down to Earth Approach
2. Henslin, James M Allyn & Bacon, A Study Guide for Essential of Sociology, A Down to Earth Approach

STAT 2160 – BUSINESS STATISTICS

Unit 1. Introduction **4 hrs**

What is moral statistics? Growth and development of modern statistics, enumerative versus analytical static's, computers in statistics, statistical thinking, modern management

Unit 2. Data collection **4 hrs**

The need for research, sources of data for research, obtaining data through survey research, designing the questionnaire instruments, choosing the sample size for survey, types of samples, drawing the simple random samples, obtaining the responses, data preparation, editing, coding and transcribing, data collection, a review and a preview

Unit 3. Describing and summarizing data **4 hrs**

Introduction, what's ahead? Exploring the data, properties of quantitative data, measures of central tendency and dispersion, shape, dealing with larger batches of quantitative data, the stem and leave display, quintiles, descriptive summary, measures using quartiles, using the 5 number summary for the box-and-whisker plot, calculating descriptive summary measures from a population

Unit 4. Data presentation **4 hrs**

Introduction, tabulating quantitative data, the frequency, obtaining descriptive summary measures from a frequency description, tabulating quantitative data, graphing quantitative data, the histogram and polygon, cumulative distributions and cumulative polygons, graphing quantities data in sequence with dig dot plot, tabulating qualitative data, graphing qualitative, bar, pie chart, dot charts, graphing qualitative data, cross classification tables and super tables, data presentation,

Unit 5. Using the computer for descriptive statistical analysis **4 hrs**

Introduction and overview, using statistical packages for qualitative data, using statistical packages for quantitative data, using statistical packages for crossed tabulations, the computer and the researcher

Unit 6. Basic probability **4 hrs**

introduction, objective and subjective probability, basic probability concepts, simple (marginal) probability, joint probability, addition rules, conditional probability, multiplication rule, Bayes theorem, counting rules

Unit 7. Some important discrete probability distributions **4 hrs**

The probability distributions for a discrete random variable, mathematical expectations and expected monetary value, discrete probability distribution functions, uniform distribution, binominal distribution, hyper geometric distribution, Poisson distribution

Unit 8. The normal distribution **4 hrs**

Mathematical morals of continuous random variables, the probability density function, the normal distribution, applications, assessing the normality assumption, evaluating properties and constructing probability plots, the normal distribution and approximate on various discrete probability distributions

Unit 9. Sampling distributions**4 hrs**

The need for sampling distributions, sampling distribution of the mean and the proportion, sampling from finite populations

Unit 10. Estimation**4 hrs**

Point and confidence interval estimates, confidence interval estimation of the mean (ex known), confidence interval estimation of the mean (x unknown), prediction interval for a future individual value, confidence interval estimation for the proportion, sample size determinant for a proportion, estimation/ sample size determinant for finite population

Unit 11. Hypothesis testing 1: introduction and concepts**4 hrs**

Introduction, the hypothesis testing procedure, type 1, type 2 errors, test of hypothesis for the mean (x known), summarizing the steps, the p value approach, two tailed test, test of hypothesis for the mean (x unknown), one tailed test, the p value approach- one tailed test, test of hypothesis for a proportion (one sample), a connection between confidence intervals and hypothesis testing, computers and the real estate survey

Unit 12. Hypothesis testing: differences between proportions and the chi square test**4 hrs**

Introduction, testing for the difference between proportions from two independent population using the normal approximation,. Testing the difference between proportions from C independent population, chi square test for independence in the r=c table, testing for difference between proportions from two related populations, the mcneninr test, chi square test, computers and the real estate survey,

Unit 13. Linear regression and co relation**6 hrs**

Introduction, the scatter diagram, types of regression models, determining the simple linear regression equation, standard error of the estimate, measure of variation in regression and co relation, correlation-measuring the strengths, confidence- interval estimate for predicting proxy, prediction internal for an individual response, inferences about the population parameters in regression and co relation, assumption of regression and co relation, regression diagnostic residual analysis, multiple regression,. Regression, computers and the real estate survey, regression and correlation-caveats

Unit 14. Index numbers, time series and business forecasting**6 hrs**

Introduction, index numbers, the price index, the consumer price index, index numbers-an overview, the importance of business forecasting, component factors of the classical multiplicative time series Unit, smoothening the annual time series, moving averages and experimental, time series analysis of annual date, leans square trend fitting and forecasting, choosing and appropriate forecasting model, time series decomposition, study the cyclical effects, time series analysis and overview.

Recommended Books:

Berenson & Lewis, Statistics for Business & Economics, Prentice Hall

MGMT 2500:ORGANISATIONAL BEHAVIOUR

OBJECTIVES

Organizations are made by people and for the people. Organization effectiveness depends on the humans and their behavior. This is when organizational behavior comes into picture. Therefore, the objective of the organizational behavior is to familiarize the students with human behavior at work.

UNIT -1

Organisational behaviour **8 hrs**

Focus and purpose of organization – Meaning, need and importance of organization – classification of organization, prospectus of formal organization, Organisational Behaviour – Nature and Scope – contribution from other discipline.

UNIT -2

Personality **9 hrs**

Definition, determinants of personality, Theories of personality – Erickson's personality, Freudian theory and Trait theory

UNIT -3

Learning **10 hrs**

Meaning of learning – Learning process – Learning theory of Organisational Behaviour-Classical- Operant conditioning- Cognitive- Observation Theory

UNIT -4

Attitudes **6hrs**

Meaning, Characteristics, Components and Formation of attitudes. Change in attitude- Barriers to change- How to minimize the barriers.

UNIT-5

Perception **6 hrs**

Meaning and definition – Need, Factors influencing perception, perceptual consistency, Context and definition, Interpersonal perception.

UNIT-6

Group Behaviour And Group Dynamics **6 hrs**

Meaning – Types – Groups in the organisation – Group size and status – Influences – Roles and relationship and group behaviour – Characteristics – Behaviour problem, Group norms – Cohesiveness, feature Effects – Group thinking, Symptoms, Influence and Remedy – Group decision making techniques.

UNIT -7

Leadership **6 hrs**

Concept – Leadership style – Managerial Grid – Tanaboum & Schumpeter

UNIT-8**Motivation****5****hrs**

Meaning – Concept – Theories of Motivation – Two factor theory, McGregor Theory X and Y, Financial and Non Financial incentives – Job enrichment- Operative- Porter-Vrooms- Characteristics- Alderfer ERG Theory

UNIT-9**Organisational Change****4 hrs**

Meaning – Nature of work change, Pressure for change – Change process, Types of change, Factors influencing change, Resistance to change, Organisational Behaviour techniques. How to minimize changes in the organization.

REFERENCE BOOKS

- 1) Fred Luthans : Organisational Behaviour – McGraw hill
- 2) Steve Robins : Organisational Behaviour
- 3) Shashi.K.Gupta: Organisational Behaviour – Himalaya Publications
- 4) K.Ashwathappa: Organisational Behaviour – Himalaya Publications
- 5) Udai Pareek : Organisational Behaviour
- 6) Nirmal Singh : Organisational Behaviour
- 7) Keith Davis : Human Behaviour at work

ECO 2020 – PRINCIPLES OF MACRO ECONOMICS

OBJECTIVE:

This is a course on the fundamentals of Macroeconomics. The goal will be to present the essential analytical tools widely used in basic applied macroeconomic analysis. This course focuses on the study of demand, supply, national income, basic principles of economics, production, growth, inflation, unemployment, saving, investment, financial system, international trade, and government policies.

Module 1:

Ten Principles of Economics **4 hrs**

Module 2:

Thinking Like an Economist **4 hrs**

Module 3:

Interdependence and Gains from Trade **4 hrs**

Module 4:

The Market Forces of Supply and Demand **4 hrs**

Module 5:

Elasticity and its Application **4 hrs**

Module 6:

Supply, Demand, and Government Policies **4 hrs**

Module 7:

Measuring Nation's Income **4 hrs**

Module 8:

Measuring the Cost of Living **4 hrs**

Module 9:

Production and Growth **4 hrs**

Module 10:

Saving, Investment and the Financial System **6 hrs**

Module 11:

Unemployment and its Natural Rate **4 hrs**

Module 12:

The Monetary System **4 hrs**

Module 13:

Money, Growth and Inflation **6 hrs**

Module 14:

Open Economy and Macroeconomics **4 hrs**

Recommended Books:

- 1) Mankiw, N.Gregory, Thomson South western, 2004 – Principles of Macroeconomics.

SOC 2000: PRINCIPLES OF SOCIOLOGY

Objective:

This course is designed to introduce you to the study of social phenomena. It will present views from numerous perspectives within sociology. The purpose of this course is twofold: first, to introduce you to the principles of sociology (and the work sociologists do), and second, to help you develop your "sociological imagination"

Unit: 1 **10 hrs**
Sociological Perspective, Culture

Unit: 2 **6 hrs**
Socialization, Social Structure

Unit: 3 **6 hrs**
Groups & Organizations

Unit: 4 **8 hrs**
Deviance & Social Control

Unit: 5 **10 hrs**
Social Stratification, Social Class

Unit: 6 **10 hrs**
Race & Ethnicity, Gender & Age, Politics & Economy, Marriage & Family

Unit: 7 **10 hrs**
Education & Religion, Population & Urbanization, Social Change

Recommended Books:

1. Henslin, James M Allyn & Bacon, A Down to Earth Approach
2. Henslin, James M Allyn & Bacon, A Study Guide for Essential of Sociology, A Down to Earth Approach

CMA 3360 - COST AND MANAGEMENT ACCOUNTING

Primary Objective: To develop and explore the methodology of Cost Accounting

Specific Objective:

UNIT I: 4 Hrs

INTRODUCTION

Cost accounting- meaning and scope- objective- advantage of cost accounting- cost concept- cost centre- cost unit- classification and element of cost- costing method and technique- activity based costing- target costing (Theory).

UNIT II: 08 Hrs

Preparation of cost sheet, Tender and Quotations.

UNIT III: 12Hrs

Materials & Labour- meaning of material control- steps in material control-need-objective of material control- issue of material- methods of pricing material issues(FIFO- LIFO- Simple and weighted average methods only). **Labour-**Meaning of labour cost

UNIT V: 10 Hrs

Overheads- Classification of overhead costs- allocation of overhead expenses- appointment of overhead expenses- basis of appointment- primary and secondary distributions (Repeated & simultaneous equation method only) Absorption of Overheads

UNIT VI:

6

Hrs

Process Costing- Features of process costing- application of process costing- comparison between Job costing and Process Costing- advantages of process costing- disadvantages of process costing- fundamental principles of process costing- element of process cost- process losses- normal process loss- abnormal process loss-

UNIT: VII: 6 Hrs

Fundamentals & Financial Statement Analysis – Comparative Income Statements and Balance Sheets, Common size Income Statements and Balance Sheet analysis, Trend Analysis

UNIT VIII 10 hrs

Ratio Analysis – Introduction, Classification & Interpretation of Ratios

UNIT IX 6 hrs

Fund Flow Statement – Introduction, Concept of fund, Statement of changes in Working Capital, Funds from Operations, Sources and Application of Funds

UNIT IX

5 hrs

Cash Flow Statement – Introduction, Concept of Cash, Cash from Operations, Inflow and Outflow of cash

UNIT X

6 hrs

Budgets and Budgetary Control – Introduction, concepts, Classification of Budgets – Functional Budgets and Flexible Budgets

UNIT XI

2 Hrs

Management Reporting – Procedures and Utility, Sample Reports

Reference Books

- 1) Cost Accounting- M.N.Arora, (Himalaya Publishing House)
- 2) Cost Accounting- S.P. Jain and K.L Narang (Kaylani Publishers)
- 3) Cost Accounting- Mahabaleswara Bhatta (Himalaya Publishing House)
- 4) Cost Accounting- J. Made Gowda (Himalaya Publishing House)

BOOKS RECOMMENDED

Cost Accounting- M.N.Arora, (Himalaya Publishing House)

IV SEMESTER

BUSF 4310: BUSINESS FINANCE

UNIT-I Financial System Introduction-The Structure of the Financial System – Functions of the Financial System	3 hrs
UNIT-II Financial Institutions: The Reserve Bank of India – Functions of Reserve Bank of India – Monetary Policy and Credit Control – Commercial Banking – Non – Banking Financial Intermediaries – Development Banks Insurance Business in India – The Insurance Regulatory and Development Authority(IRDA)	9 hrs
UNIT-III Financial Markets and Financial Instruments: Money Market Role and Structure of the Money Market – New Issue Market - Call Money Market	6 hrs
UNIT-IV Capital Market Government and Industrial Securities Markets: Integration of Money and Capital Markets – Equity and Loan Capital – Role and Functions of Stock Exchanges – The National Stock Exchange of India – Over the Counter Exchange of India -Securities and Exchange Board of India —Market for Derivatives	10 hrs
UNIT – V Financial Services Merchant Banking, Mutual Fund, Lease financing Factoring Credit Rating and Venture Capital Finance	5 Hrs
UNIT-VI BUSINESS FINANCE- Introduction To Financial Management Scope and objectives-profit maximization/wealth maximization Sources of finance: various sources of raising short term and long term funds.	5 hrs
UNIT-VII Cost of capital Understand the meaning, concept and significance of cost of capital – problems in determining cost of capital – computation of cost of specific sources of finance – computation of weighted average cost of capital – cost of equity share.	7 hrs
UNIT-VIII Capital Budgeting Meaning, nature, importance and process of capital budgeting –kinds of capital budgeting decisions – Methods of evaluation of capital budgeting – Pay back period – ARR Method – Net Present Value – IRR method – Profitability Index – factors influencing capital expenditure decisions – capital rationing and control.	9 hrs

UNIT-VIII

6hrs

Dividend Policy and Decisions

Determinants of Dividend policy – types of Dividend policies -factors influencing dividend policy – forms of Dividends.

BOOKS FOR REFERENCE:

1. Gordon And Natarajan Financial Services And Market
2. V.A Awadhani Financial Services And Markets
3. Vasant Desai The Indian Financial System And Development
4. G. Ramesh Babu Indian Financial Syst
5. S.N Maheshwari Financial Management
6. Khan and Jain, Financial Management.
7. Sharma and Sashi Gupta, Financial Management.
8. Prasanna Chandra. Financial Management

MKTG 2500: MARKETING MANAGEMENT

Objectives:

To familiarize students with the various concepts and practices of marketing.

UNIT –I

8 hours

Understanding markets & marketing process-what is marketing, scope of marketing, core marketing concepts ;marketing management philosophies, changes in business & marketing, company responses & marketers & marketers responses

UNIT –II

12 hours

Marketing mix: Developing marketing opportunities, value delivery process, market research and information system, consumer markets and consumer buyer behavior segmentation, targeting and positioning for competitive advantage, branding and packaging, rural marketing.

UNIT –III

10 hours

DEVELOPMENT OF NEW PRODUCT

New product development stages, categories of new product, reasons for launching new products and its failure. Product life cycle strategies and its extension.

UNIT –IV

10 hours

Distribution decisions-marketing channels, structure, types and criteria of selecting a channel, wholesaling, retailing, and physical distribution.

UNIT-V

8 hours

Pricing-types of pricing, consideration and approaches, competitive strategies, attracting, attacking, retailing and growing customer.

UNIT-VI

12 hours

Promotion decisions-an overview, advertising, sales promotion, personal selling and sales management, public relations, direct and online marketing, multilevel marketing-the new marketing model.

UNIT –VII

10 hours

Marketing and society: Social responsibility and ethical issues in marketing. Deciding on global marketing program.

BOOKS FOR REFERENCE:

1. Philip Kotler and Gary Armstrong “Principles of marketing, Pearson education 2002”.

2. Joel R. Evans and Barry Berman “Marketing in 21st century”, Biztantra 2003.
3. William Pride and O.C. Ferrel “Marketing concepts and strategies, Boston, Houghton Mifflin 1993”.
4. David W. Cravens, Gerald Hills, and Robert B. Woodruff “Marketing management, AITBS publishers 1996.
5. Zikmond “Marketing management”, Thompson publishers 2004.
6. CGS Krishnamacharayalu and Lalitha Ramakrishna, “Rural marketing” Text and cases, Pearson education 2002.
7. William Stanton, Fundamentals of Marketing, Tata Mcgrawhill.

PSCI 2500: INTERNATIONAL RELATIONS

Objective: The goal of this course is for you to gain the ability to analyze, understand, and objectively evaluate the complex mixture of phenomena that comprise international relations.

UNIT 1 **20 hrs**

Introduction of International Relations
System level of Analysis
State level of analysis
Individual level of analysis
The evolution of world politics

UNIT 2 **20 hrs**

National states and the International Environment
Nationalism and Trans-nationalism
National states
International Organizations
National Power and Diplomacy

UNIT 3 **20 hrs**

Presentations begin
International Conduct
Pursuing peace
Pursuing Security
Pursuing Prosperity
International Economic Cooperation

Recommend Books:

1) Rourke, John T McGraw-Hill, 2002 International Politics on the World stage

SOC 3340: PACIFIC RIM-ASIAN SOCIETIES

OBJECTIVE:

The student will become aware of and understand: (1) the role of tradition and religion (Confucianism, Buddhism, Islam) in the Pacific rim cultures; (2) the meaning of “the Four Little Dragons” and the reasons for their economic success; (3) the influence of Japan in the Pacific Rim; (4) what are the other countries that make up the Pacific Rim and their influence upon world economic developments.

UNIT: 1

12 hrs

The Foundation of the Pacific Rim: Tradition and Religion--Confucianism, Buddhism and Islam, Diversity and Interconnections

UNIT: 2

12 hrs

The Pacific Islands: Opportunities and Limitations

UNIT: 3

12 hrs

Japan: Driving Force in the Pacific Rim

UNIT: 4

12 hrs

The Four Little Dragons:

Taiwan, South Korea, Hong Kong & Singapore

UNIT: 5

12 hrs

Countries of the Pacific Rim:

China, Cambodia, Laos, Myanmar, Thailand, Viet Nam, Macau, North Korea, Brunei, Indonesia, Malaysia, Philippines, Papua New Guinea, Australia, New Zealand

Recommend Books:

- 1) Collinwood D Dushkin Group \ Brown & Benchmark Publishers. Guilford, Connecticut 1999 – Japan and the Pacific Rim
- 2) Harvard University Press. Cambridge Massachusetts, 1991.- The Four Little Dragons

HRM 4350:HUMAN RESOURCE MANAGEMENT

MODUL 1 Introduction 8 hrs

Evolution, Concept, Role and Status of Human Resource Management, Personnel Management and HRM, Organisation and Functions of Personnel Management and HRM, HR Structure and Strategy

UNIT – 2 6 hrs

Manpower Planning- Concept, Organisation and Practice, Process, Techniques. Short-Term and Long-Term Planning.

UNIT- 3 6 hrs

Job Analysis – Concept, Importance, Process. Job Description, Job Specification.

UNIT –4 6 hrs

Recruitment- Concept, Meaning, Sources of Recruitment, Recruitment Process.

UNIT –5 6 hrs

Selection- Definition, Importance, Selection Process- Descriptive and Comprehensive. Methods of Selection. Tests and Interviews.

UNIT –6 3 hrs

Induction – Meaning, Importance and Methods.

UNIT –7 7 hrs

Performance Appraisal- Purpose- Factors affecting Performance Appraisal, Methods and Systems of Performance Appraisal. Coaching and Mentoring

UNIT –8 8 hrs

Training and Development- Meaning and Importance, Assessment of Training Needs. Methods, Design and Evaluation of T & D Programmes.

UNIT –9 6 hrs

Career Planning and Development- Career Counselling- Promotions and Transfers- Retirement and other Separating Process

UNIT –10 7 hrs

Grievance handling and Discipline- Developing Grievance handling Systems- Collective Bargaining- Managing Conflicts

REFERENCE BOOKS:

1. Pramod Verma: Personnel Management the Indian Organisations, Oxford: & IBM Publishing Co. Ltd
2. Arun Monappa & Saiyuddain : Personnel Management, Tata McGraw Hill.
3. Edwin B Flippo: Personnel Management, McGraw Hill.
4. Dr. Ashwataappa: Personnel Management, Himalaya Publications.
5. Venkata Ratnam C S & Srivatsava B K, Personnel Management and Human Resources, Tata McGraw Hill.

RSM 4360: RESEARCH METHODOLOGY

Objective: To enable the students to have a better knowledge about the research purpose, techniques and application of it.

To familiarize students with quality standards and facilitating them to understand relevance of different types of research and its implications in business and social sciences.

Unit 1

8Hrs

Meaning of research objectives of research, significance. Research and scientific method, objectivity, importance of knowing how research is done, Types and methods of research. Research process, criteria of good research, limitations of social research, ethics in social research

Unit 2

4 Hrs

Business decisions, concepts and process- Research as a decision support system- components of business research, dimensions, Research for marketing decisions, research for personnel decisions, Research for financial decisions

Unit 3

8Hrs

DEFINING A RESEARCH PROBLEM

Meaning of a research problem, selecting the problem, necessity of defining the problem, technique involved in defining the problem, **LITERATURE REVIEW**, importance, application of literature review.

Unit 4

4Hrs

Meaning of research design, basic features of a good design, important concepts relating to research design, different research designs, - Exploratory research design

Unit 4/5

8Hrs

Conclusive research design: Descriptive research and causal research Basic principles of Experimental Designs. Sampling: Introduction, sampling techniques or methods, probability sampling techniques. Simple random sampling, systematic sampling, stratified sampling, cluster sampling, Non-probability sampling- convenience, judgmental, quota and snow ball sampling

Unit 5/6

8Hrs

Sampling design and choice of sampling techniques-sample size, sampling and non-sampling errors. Methods of data collection: Collection of primary data, collection of data through

questionnaire, schedules.Guidelines for constructing- questionnaire, schedules. Collection of secondary data, selection of appropriate method of data collection

Unit 7

8Hrs

Processing, analysis and interpretation of data:_Hypothesis testing, chi-square. Analysis of variance – one way ANOVA, analysis of co-variance. Processing of data, introduction, editing, classification and coding, transcription, tabulation and graphical representation

Unit 7/8

4Hrs

Meaning of interpretation, Techniques/precautions of interpretations.

Report writing: Significance of report writing, steps/types/mechanics/layout and precautions for writing reports

RECOMMENDED BOOKS:

- 1.O.R.Krishnaswami,Methodology of research in social sciences, Himalaya Publishing House
- 2.C.R. Kothari, Research Methodology, Vishwa Prakashan, 2nd Edition

BOOKS FOR REFERENCE:

- 1.Naresh.K.Malhotra, Marketing Research: An applied research, Pearson Prentice hall, 4th edition.

V SEMESTER

INTB 5310 : INTERNATIONAL BUSINESS

Objective: Imparting systematic knowledge of International Business and enhancing managerial competence

Module 1

10 hrs

Introduction

International Business: Nature theory and competitive advantages

Evolution of international business, nature of international business, stages of internationalization, approaches and theories of international business, comparative cost advantages, political, economic, cultural, tariff and non tariff and technological barriers of international business

Module 2

9 hrs

Modes of entering international business

International business analysis- modes of entry- exporting(direct and indirect) licensing, franchising, contract manufacturing, management contracts, turnkey projects, Foreign direct investment, Mergers and Acquisitions, Joint ventures- Comparison of different modes of entry

Module-3

8 hrs

Globalization

Meaning- Definition and Features- Stages of markets- Production Investment Technology Globalisation, Advantages and Disadvantages, Essential conditions of Globalisation, GATT and WTO, Globalisation and India.

Module-4

5 hrs

MNC'S and International Business

Definition. Distinction among Indian Companies, MNC, Global Company and TNC, Organisational transformation, Merits and Demerits, MNCs and India.

Module-5

4 hrs

International Marketing Intelligence

Information required, Sources of information, International marketing information System, International marketing Research.

Module-6

8 hrs

Introduction to International Trade and International Finance

Trade and Balance of payment, Current items, Capital Items, Disequilibrium of balance of payments and rectification, components of International financial systems, Forex market, Euro currency market, IMF and International Monetary system. Exchange rate determination (Concept only), Capital account convertibility.

Module-7 6 hrs
Export finance and payments
Export credits, Method and sources of credit, Methods of payments in International Business, Financing techniques, ECGC, Exim bank and their role.

Module-8 3 hrs
Export Import Documentation
Export and import procedure, document required their relevance

Module-9 7 hrs
Export promotion
Assistance and Incentives to Indian Exporters, Market development assistance, Cash compensatory scheme, duty drawback scheme, Replenishment licensing scheme, Duty exemption scheme, Role and function of STCI,MMTC,TTCIL,IIFT and other export promotion institution.EPZ.EOUs

BOOKS FOR REFERENCE:

1. International Business by Charles Hill –TataMcGrawhill Publication -10th Edition
2. International Business by P.Subba Rao –Himalaya Publishing House-1st Edition
- 3.International Business by Francis Cherunilam –Wheller Publishing –Millenium Edition
- 4.International Business by Daniel and Radebaugh –Pearson Education- 10th Edition

DTX 5330 : DIRECT TAXES:

Objective: To enable the students to have a better knowledge about computation of net wealth and taxable income under various heads, and also tax liabilities and other legal obligations as per the Income Tax Act.

MODULE: I

4 hours

Introduction To Taxation-Direct And Indirect Tax, Income Tax Act 1961, Income Tax Rules 1962, Finance Act, Scheme of IT An Over-View Basic Concepts- Assessee, Person, Assessment Year, Previous Year, Agricultural Income, Income, GTI, Total Income, Average Rate Of Tax *Capital And Revenue*.

MODULE: II

5 hours

Residential Status And Incidence Of Tax, Determination of residential status, Kinds of income, incidence of tax, **Tax free income**

MODULE : III

16 hours

Income from Salary: Chargeability, Various Allowances, Perquisites, And Their Valuation, Treatment of Provident Fund, profit the Lieu of salary, Deductions From Gross Salary, Retirement Benefits (Practical Problems).

MODULE: IV

6 hours

Income from house property:

Chargeability, annual value and its determination, deductions from annual value, (practical problems)

MODULE: V

9 hours

Profits and Gains of Business and Profession: Meaning Of Business and Profession, Incomes Chargeable Computation Of Taxable Income, Treatment fringe benefit tax, Deemed Profit And Incomes Treatment Of Depreciation.

MODULE: VI

7 hours

Capital Gains:

Meaning of important terms, Computation of capital gains exemptions from LTGC.

MODULE: VII

6 hours

Income from Other Sources: Incomes taxable, deductions allowed, Grossing up of income, computation of taxable income **Clubbing of income & set off and carry forward**

MODULE: VIII

12 hours

Deductions from gross total income

Assessment of individuals: Computation of total income and tax liability.

MODULE: IX

5 hours

Assessment procedure, income tax authorities and their powers, Collection and Recovery of Tax.

MODULE: X

Wealth tax Act,1957

10 hours

BOOKS RECOMMENDED

1. Direct Tax Law And Practice By Dr. Bhagawathy Prasad New Age Publications
 2. Direct Tax Law And Practice By Dr. H.P Mehrotra Sahitya Bhavan Publications
 3. Students Guide To Income Tax By Dr. Vinod .K. Singhani Tax Man Publications
- Income Tax Law And Practice By Gaur And Narang Kalyani Publications

STMG – 5340 : STRATEGIC MANAGEMENT

The objective is to consider implications of strategic decisions for business firms and for individuals in a changing environment. To study the generation, and dissemination of knowledge about key strategic management issues to managers, consultants, students, and researchers.

MODULE 1: (6 Hours)

Strategic Planning and strategic management, Defining strategy, levels at which strategy operates, approaches to strategic decision making, the strategic management process, Strategic intent: Vision, mission and objectives

MODULE 2: (4 Hours)

ENVIRONMENTAL AND RESOURCE ANALYSIS

Environmental analysis: The organizations environment, External and internal environment, components of external and internal environment, Environment scanning, Organisations responses to the environment.

MODULE 3: (6 Hours)

Industry analysis: A framework for industry analysis, Michael porter's analysis, usefulness of Industry analysis

Competitive analysis: Forces shaping competition in an industry, interpreting the five force model, Strategic group, and competitor analysis

Internal analysis: Resource based strategy, the resource based view, Resources, capabilities and competencies, approaches to internal analysis, carrying out SWOT

MODULE 4: (6 Hours)

STRATEGY FORMULATION AND CHOICE

Corporate level strategy: Introduction, The balanced score card, Grand strategies, Growth/Expansion, strategy, Diversification Strategy, Stability strategy, Retrenchment strategy, combination strategy.

MODULE 5: (6 Hours)

The concept of corporate restructuring, the process of restructuring, mergers and acquisition, takeovers, co operative strategies, Reasons for strategic alliances, risks and costs of strategic alliances

MODULE 6: (8 Hours)

Global strategies: Globalisation, risks, global expansion strategies, the MNC mission statement, deciding which market to enter, market entry strategy, international strategy and competitive advantage Business level strategy, Strategic analysis and choice

MODULE 7: (6 Hours)

STRATEGY IMPLEMENTATION AND FUNCTIONAL STRATEGIES

Strategy implementation: Issues in strategy implementation, Activating strategy, resource allocation, strategy-structure relationship, the functional structure, divisionalisation,

MODULE 8:**(4 Hours)**

strategic business units (SBU), Behavioral issues in strategy implementation, Operational strategy, financial strategy, Marketing strategy and Human resource strategy

MODULE 9:**(8 Hours)****STRATEGIC LEADERSHIP AND CONTROL**

Strategic leadership and competitive advantage, Strategic evaluation and control: Importance, barriers, evaluation criteria, strategic control, operational control, evaluation techniques for operational control, the control process, characteristics of an effective control system

MODULE 10:**(6 Hours)****STRATEGY AND TECHNOLOGY MANAGEMENT**

Designing a technology strategy, Technology forecasting and R & D Strategies, Strategies for acquisition and absorption of technology, emerging issues: Social audit

SUGGESTED BOOKS:

VSP Rao, V Hari Krishna, Strategic management: Text and cases, Excel Books

Azar kazmi, Business Policy

Charles Hill and Gareth.R.Jones, Strategic Management: an integrated approach, biztantra, sixth edition

Alex miller, strategic management, Irwin Mc graw hill, third edition

Lawrence R.Jauch, William F Glueck, Business Policy and strategic management, Mc Graw Hill international editions, Fifth edition

ELECTIVE -1 FINANCE

SAPM 6410: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Knowledge required:

To understand this course students should be familiar with the Indian and global financial systems, market mechanisms and instruments of investment from individual and corporate perspective.

Primary Objective:

To familiarize students with the different investment options available in India and foreign markets. Also to understand the tools, techniques and strategies used in security analysis, valuations and managing a portfolio.

Specific objective:

- To acquaint students with the investment environment
- To understand the security valuation of modals and decision making process
- To comprehend the portfolio construction, revision and risk return trade off.
- To equip students with the trading knowledge in cash and future market in India.

UNIT- I:

8 Hrs

Financial Meaning of investment - significance of savings and investment - understanding of security, portfolio, speculation, gambling, and arbitrage mechanisms. Legal framework of securities market, Comparison between investment and speculation and its significance in Indian financial system. Profile of Indian investors and factors influencing investment decisions. Financial positions, tax positions, risk perception and attitude.

UNIT - II

14 Hrs

Investment avenues & attributes:

Investments options in India and foreign markets - characteristics features of financial instruments - company shares, debentures, bonds, convertible securities, hybrid securities, fixed deposits, gilt- edged securities, post office schemes, company and public provident funds, unit trust of India, LIC, real estate, and insurance schemes. Investment attributes - risk, return, security, marketability, liquidity and convenience.

UNIT – III

12 Hrs

Security analysis: Fundamental and technicals

Analysis of risk & return, concept of total risk, factors contributing to total risk, systematic and unsystematic risk, Risk & risk aversion. Capital allocation between risky & risk free assets. Fundamental analysis – company, industry and economy analysis - Technical Analysis Of stock -points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks

UNIT - IV:

Security pricing & valuation:

14 Hrs

Factors influencing valuation - methods of equity valuation - Earning Valuation modal - use of P/E ratio, Dividend modal - Zero and constant growth modals. Intrinsic value method. Calculation of present and forecasted price of the stock.

Valuation of fixed income instruments – present and future value - Calculation of simple, holding period and maturity yield, annuities. Calculation of portfolio net worth.

UNIT - V

10 Hrs

Security markets:

Capital markets and its functioning - New issues market, IPO's & FPOs procedures, role of SEBI. Stock exchanges – global and Indian exchanges -role and importance, trading procedures in securities, brokers and Jobbers, impact of certain economic indicators on the stock market. Role of SEBI in brief.

UNIT - VI:

Options and futures:

7 Hrs

Options – meaning and salient features, calls and put options, types of derivatives, options price, writer of options, price changes, risks, market structure, options v/s Badla

Futures – meaning, future v/s options, index futures, valuation of index future. Arbitrage, Hedging, topic price index futures, advantages of futures index, duration effect.

UNIT - VII:

10 Hrs

Portfolio management;

Meaning, return on portfolio, risk on portfolio, portfolio managers, SEBI guidelines for portfolio managers, portfolio management services.

Portfolio theory - contribution of William Sharpe and Harry Markowitz,- Single index model, capital asset pricing modal and arbitrage pricing theory

Skill Development:

This course is intended to develop students to take up accounting as a profession with practical skills in the Indian and global organizations. Specifically the following skills are learned in the course of study.

1. You are required to build a portfolio for the following three clients who is ready to invest Rs.25,00,000 each with a varied risk appetite.

High risk (Client – 1)

Moderate risk (Client – 2)

Low risk (Client – 3)

The average expected rate of return by client 1 and 2 is 3% per month (36% pa.) Client 3 expects a return of at least 2% per month (24% pa)

2. Collect any three recent public issues Prospectus and discuss its contents. The report should contain information of

Price band, bidding period, Minimum lot, category of Investors, mode of payment, The Issuer, Book Running Lead Managers, Syndicate Members Bidding Centers, Escrow Bankers, Registrars.

Number of times subscribed

Allotment procedures

The copy of the Prospectus has to be attached with the report.

5. Collect two listed companies five years annual report on fundamental analysis of the company.

BOOKS FOR REFERENCE:

1. Fisher & Jordan, “Investment Management.”
2. Avadhani, Security Analysis and Portfolio Management. VII edition
3. Shalla, Security Analysis and portfolio management.

4. Puneethavathi & Pandian, Security Analysis and Portfolio Management.
5. Prasanna Chandra, Managing Investments.

BOOKS RECOMMENDED

Shalla, Security Analysis and portfolio management.

GBF – 5420 : GLOBAL BUSINESS FINANCE

Primary Objective:

The players in the foreign market are increasing in numbers with the presence of the much more liberalized policies and regulations. Students need to acquire knowledge on the functioning of trade globally and its financial implications. Knowledge of foreign exchange activities and the hedging of foreign exchange exposures and other related aspects of risk coverage while doing international business shall be imparted. The listing and trading in shares and stocks abroad and its implications in India, etc.

Specific Objective:

The objective is to blend sound theoretical knowledge of foreign exchange economics with practical and procedural aspects of banks and other institutions connected with foreign exchange. It also provides understanding of risk management by banks as well as exporters and importers.

UNIT I:

4 HRS

INTERNATIONAL FINANCIAL MARKETS

Introduction, Motives for investing & borrowing in Foreign markets, International business methods, How financial markets affect an MNC's value.

UNIT II:

10 HRS

CHANGING GLOBAL FINANCIAL ENVIRONMENT

Evolution of the International Monetary system, Bimetallism, Classical Gold standard, Interwar period, Bretton woods system, Flexible Exchange rate regime. The current exchange rate agreements, European monetary system, Mexican peso crisis, Fixed Versus Flexible Exchange rate regime

UNIT III:

8 HRS

BALANCE OF PAYMENTS

Concept of Balance of payments, Concept and Principles behind compilation of BoP account, Components of BoP and factors affecting them, Importance and Limitations of BoP statistics, Relationship of BoP with other Economic Variables

UNIT IV:

15 HRS

FOREIGN EXCHANGE MARKETS

The structure of the FOREX markets, Functions of Foreign exchange markets, The foreign exchange rates, Arbitrage, The spot market, Cross rates of exchange, Bid-ask spreads, The forward market, The regulations. Derivatives, Foreign currency futures, Foreign currency options.

UNIT V: EXCHANGE RATE DETERMINATION

12 HRS

Interest rate parity, Purchasing power parity, The Fisher effects, Forecasting exchange rates – Efficient market approach, Fundamental approach, Technical approach, Performance of forecasters

UNIT VI: EURO CURRENCY MARKETS

12 HRS

Introduction to Euro markets, Euro currency instruments, Determinants of Euro currency rates, Growth of Euro dollar markets, International bond markets, External commercial borrowings,

Euro debts, foreign currency convertible bonds, Advantages of Euro bonds, Performance of Indian Euro issues

UNIT VII:

14 HRS

MANAGING FOREIGN EXCHANGE EXPOSURE

Management of foreign exchange risk, Management of translation Exposure, Management of transaction Exposure, Management of Economic Exposure

Skill Development:

- 1) Students to collect the exchange rates of various currencies of the last three months present the report about the fluctuations.
- 2) Report about foreign exchange reserve of our country during the last one decade

Suggested books:

Madhu Vij, International Financial Management, Excel Books, Second Edition

Eun and Resnick, Mc Graw Hill international editions

Apte P.G, International financial Management, TMH, New Delhi,

Jeff Madhura, South-western publishing house, Asian books private limited

Experts :

Satyanandini.A , HOD, BMSCE , Dept of Management studies

Bhargavi Hemanth, Sr.Business Analyst, Securities & capital markets division, Wipro Technologies.

BOOKS RECOMMENDED

Madhu Vij, International Financial Management, Excel Books, Second Edition

SFM – 5430 STRATEGIC FINANCIAL MANAGEMENT

Primary Objectives:

The objective of this paper is to throw light on the various strategies in the decision making process in the area of Finance. And to update the students on the environment which is changing rapidly with Mergers and Acquisitions and innovated financial products.

Specific Objectives:

1. To give a through knowledge as to the applications of Strategic Finance in various decision making process.
2. To orient the students as to the latest developments occurring in the field of Finance with regard to Investments and Risk undertaking.
3. To create an awareness and develop an understanding about the ever changing rules and regulations and compliance procedures to ensure good corporate Governance

UNIT I

5 Hrs

Financial Policy and Strategic Planning: Formulation of Strategies & policies, objectives & goals - Components of financial strategy- Strategic planning process.

UNIT II

5 Hrs

Financial Planning & Strategy: Strategic decisions - Characteristics of Financial Planning - Estimating between Strategic Planning & Financial Planning - Meaning of Financial Requirements, Financial Linkage.

UNIT III

15 Hrs

Risk Analysis in Capital Budgeting : Sources & Nature of risk - Statistical techniques for Risk Analysis – Probability defined – Standard Deviation – Co efficient of Variation– Conventional Techniques – of risk analysis Payback method - Risk adjusted discount rate – Certainty Equivalent Sensitivity analysis – Decision Tree analysis

UNIT IV

5Hrs

Corporate Restructuring Mergers & Acquisitions: Meaning of CRS , Types of Business Combination - M & A trends in India.-Motives, Value creation of M&A- Valuation under M&A- DCF method Regulations of M&A in India

UNIT V

15 Hrs

Asset Based Financing: Leasing – Meaning, Importance , Types , Tax & Accounting considerations. Evaluation of lease from the point of Lessor & Lessee. Lease vs. Buy Decision. Hire-Purchase(HP) – Meaning – Features – Difference between HP & Credit sale Differences between Leasing & HP Differences between Leasing & Instalment system RBI guidelines for HP & Problems of HP in India - Project Financing – Characteristics - & Financing arrangements for Infrastructure Projects.

UNIT VI

10 Hrs

Venture Capital: Concept, Characteristics, Growth, Differences between VC financing & Conventional Financing - Stages of VC Financing Schemes - Legal aspects in VC financing. Working of venture capital funding agencies in India.

UNIT VII

5Hrs

Financing Strategy: Hybrid securities- Convertible & Non-Convertible Debentures. Deep Discount Bonds, Secured Premium Notes, Convertible Preference shares - Option Financing, Warrants, Convertibles & Exchangeable

SKILL BASED ACTIVITIES:

- 1) Case Analysis on Mergers and acquisitions
- 2) Assignments on collection of Venture capital information in detail & to give an industry exposure
- 3) Assignment on the new framed innovated products .

BOOKS:

1. Pandey I.M Financial Management- Vikas Publishing House.
2. S.N Maheshwari , Financial Management.
3. Sharma and Shashi Gupta, Financial management.
4. Strategic Financial management ICFAI,

An Introduction to strategic financial management , CIMA/ Kogan Page, London

BOOKS RECOMMENDED

Sharma and Shashi Gupta, Financial management.

ELECTIVE – 2 MARKETING

COB – 5510: CONSUMER BEHAVIOR

Main Objective:

To familiarize the participants with the factors influencing the consumers Behavioral pattern at individual and group level.

Specific Objective:

To create an awareness among the students regarding the concepts of consumption patterns and relate them to their work place and the environment.

UNIT –I

6 Hrs

Introduction to Consumer Behavior:

Meaning, Characteristics, Interdisciplinary nature of CB, Application of CB, Market segmentation and CB: Bases, Criteria, and Determinants of CB: individual and environmental determinants

Niche Marketing, Local Marketing. The Selection of Segmentation Variables. Criteria for Segmenting Consumer Market. Effective Segmentation

UNIT –II

10 Hrs

Individual determinants of Consumer behavior

Personality, Motivation, Perception, Learning, Attitudes – concepts only

UNIT -III

12 Hrs

Consumer Decision making: Process/levels

Problem recognition, Pre purchase search, purchasing process, Post purchase behavior

Models of decision making

Nicosia, , Webster and Wind

UNIT – IV

9 Hrs

The family

Functions, FLC stages, Family decision making, Dynamics of husband wife decision making.

Role of child in decision making

UNIT – V

9 Hrs

Social Class

Categories, Measurement of social class, Life style profiles, VALS, AIOS, Social class mobility. CB application of social class

UNIT – VI

9 Hrs

Influence of Culture and Subculture on Consumer Behavior

Characteristics, Measurement of Culture – Content analysis, Consumer Fieldwork

Subculture – religious, regional, racial, age and gender, culture – religious, regional, racial, age and gender

UNIT –VII

10 Hrs

Diffusion of Innovation

Innovation, Diffusion process, Channels of communication, Social system and time, Stages - adoption process. Information sources

UNIT – VIII

10 Hrs

Organizational Buying Behavior

Nature, Purpose, Factors, Organizational buying decisions: Types, Process, Criteria for Segmenting Organizational Markets

Skill Development

- 1, A short project report submitted by a group of 4 in 2-3 days after the ivth UNIT
- 2, Case involving each UNIT by one group and next case for another group
- 3, A short presentation by each students after each UNIT

Books

Consumer behaviour by Leon Schiffman
Consumer behaviour by CN Sontaki
Consumer behaviour by SN Chunawalla

BMG-5520: BRAND MANAGEMENT

Primary Objective

To familiarize students with the concept of a 'brand', the role of branding in marketing strategy; brand equity, its importance and measurement, how to create and retain brand equity; operational aspects of brand management.

Specific Objective

To familiarize students with

- 1) Establishing of Brands
- 2) Brand equity & Customer equity

UNIT I-

5 HRS

Concept of 'Brand': Brand VS Product, Why Brand? Can everything be branded?

Identification of branding challenges and opportunities; Strategic brand Management Process

UNIT II-

5 HRS

Customer based brand equity; sources of brand equity, CRM, Brand equity VS Customer equity

UNIT III-

5 HRS

Branding Positioning; points of parity & points of difference, positioning guidelines, brand mantras, internal branding.

UNIT IV-

6 HRS

Brand elements- criteria for choosing it, integrated marketing communication

UNIT V

6 HRS

-Leveraging Secondary Brand Associations - co-branding, licensing, celebrity endorsement, event sponsoring.

UNIT VI-

8 HRS

Brand audit-Brand inventory, brand exploratory, Qualitative & Quantitative Research techniques. Sustaining a brand long term Branding at different stages of market – evolution – The scope for branding, the role of branding and branding strategies needed at different stages in the evolution of the market,

UNIT VII –

6 HRS

Managing Brand Extensions –brand hierarchy, design of a brand strategy

UNIT VIII-

8 HRS

Managing brands Over Time

Brand Architecture: Handling a Large Portfolio, Multi-Brand Portfolio. Brand Hierarchy, Revitalizing brands: Re-launch, Rejuvenation, when brand is dying or stagnating, or when the market is dying or stagnating

UNIT IX-

6 HRS

Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands. **Brand building in Indian context.**

Skill Development:

Prepare brand development strategies for any three FMCG products

Cases

Faculty will be handling eight or ten cases

- Red Bull's Innovative Marketing: Transforming a Humdrum Product into a Happening Brand
- Repositioning Dabur
- Arvind Brands' Competitive Position in the Indian Branded Apparel Market
- MultiBranding Strategy of Videocon Industries in the Consumer Durables Sector
- What's in a Name – Lessons from Three Re-branding Exercises in India
- Apple iPod's Promotional and Positioning Strategies

Sales Promotion- Tourism Malaysia: Creating 'Brand Malaysia'

Repositioning a Cult Brand

Tata Indica V2 Xeta: Competing in the Indian Small Car Market

BOOKS AUTHOR / PUBLICATION

Strategic Brand Management, 3 rd e Keller, K.L. Prentice –Hall

Strategic Brand Management, Kapferer, J.N. Free Press 1994

- 1) Brand Management: The Indian Context; Moorthi, Y.L.R Vikas Publishers
- 2) Managing Brand Equity Aaker, D.A Free Press 1991
- 3) Brand Leadership: The Next Level of Brand Revolution Aaker / Joachimsthaler. Free Press 2000
- 4) Beyond Branding, Marconi, J. Probus Professional Pub. 1993
- 5) Brand Positioning: Strategies for Competitive Advantage Sengupta, S. Tata McGraw Hill 2005
- 6) Creating Brand Loyalty Czerniawski, R.D. / M.W. Maloney. HudsonHouse Publishing 1999
- 7) Brand Power Stobart, P. NYU Press 1994
- 8) Creating Powerful Brands, 3 rd e Leslie de, C / Mc Donald. Butterworth –Heinemann 2003
- 9) Brand Portfolio Strategy Aaker, David A. Free Press 2004

RMG-5550: RETAIL MANAGEMENT

Main Objectives:

To provide an exposure to the basic concept of retailing and its significance in marketing.

Specific Objectives:

1. To provide cutting edge coverage on the latest topics and developments in retailing.
2. To introduce the new features in retail management, real world approach focusing on both small and large retailers.

UNIT I – Introduction to retailing

6hrs

Reasons for studying retailing, economic significance & opportunities in retailing, types of retailers – food retailers, general merchandise retailer, non-store retail format, service retailing, single store establishment, corporate retail chain, multi channel retailing, Benefits offered by electronic channel. Retailing in emerging world, Multinational Brand and retailing in third world.

UNIT II – Retail market strategy

7hrs

Target market retail format, Building a sustainable competitive advantage, for growth strategies, steps in strategic and retail planning and operation management. Evaluating competition in retailing. Retail market information system

UNIT III – Retail locations

7hrs

Site location – factors affecting the demand for a region & attractiveness of a site.

UNIT IV – Supply chain management

7rs

Advantages through supply chain management flow of information, logistics – distribution centre, quick response delivery systems, e-retailing, outsourcing.

UNIT V – CRM

7 hrs

Overview, collecting customer database, Identifying target customers, developing & implementing CRM programs.

UNIT VI – Merchandise management and product management

6hrs

Objectives for merchandise plan, assortment planning process; Establishing and maintaining relationships with vendors, pricing strategies – cost oriented, demand oriented, competition oriented & use of break even analysis. Price adjustments to stimulate retail sales.

UNIT VII – Retail communication mix

7hrs

Communication programs to develop brands & build customer loyalty, methods of communicating with customers, planning retail communication process. Retail Branding

UNIT VIII – Store management

7hrs

Store layout, types & features, store design – merchandise presentation techniques, atmospherics, customer service GAPS model for improving retail service quality.

UNIT IX – Indian context of retail management

6hrs

Phase of growth, career opportunities, and India's profile against the global retail market. Legal and ethical behavior in retailing.

Skill Development:

1. Team exercise perceptual mapping respect to any retail outlet.

2. Business plan making in retail outlet.

Recommended books

- 1) Levy and weitz “Retailing management”, Mcgraw Hill 5th edition
- 2) Barry Berman & Joel R. Evans “retail management”. Prentice Hall 8th edition
Chetan Bajaj, Tuli and Srinivastava “Retail management” Oxofrd university

ELECTIVE – 3 HUMAN RESOURCE MANAGEMENT

IRM-5630:INDUSTRIAL RELATIONS

Primary Objectives:

To equip the students with the knowledge of important legal provisions concerning issues related to Industrial Relations faced by the industries in country by educating them to manage efficiently and to contribute effectively to the industry in particular and to the society in general.

Specific Objectives:

- 1) To familiarise the students with the legal scenario of Industrial Relations in the country
- 2) To create an awareness and develop an understanding about the core industrial relations issues in India
- 3) To orient the students with the knowledge and skills required to establish and maintain cordial and healthy Industrial Relations.

UNIT I

8 HRS

INDUSTRIAL RELATIONS LAW AND CONTRACT OF EMPLOYMENT

Introduction; Historical scenario; Industrial relations law; goals set by the constitution and State intervention in industrial relation in India; some of the changes made in industrial relations law to achieve improved industrial relations; some other important developments in the area of industrial relations since Independence; economic liberalisation and pressures for changing industrial relations laws .CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT II

TRADE UNION –

10 HRS

Historical background of trade unions; international labour organisation and freedom of association; registration of trade unions; funds of a registered trade union; immunity from criminal and civil actions; amalgamation and dissolution of trade unions ; trade union democracy; minors in a registered trade union; multiplicity and recognition of trade unions. CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT III

INDUSTRY AND INDUSTRIAL DISPUTES LAW –

10 HRS

Introduction; definition of industry and judicial interpretation; definition of workman and judicial interpretation; industrial disputes and individual disputes CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT IV

DISPUTE SETTLEMENT MACHINERY –

8 HRS

Introduction; disputes settlement inside the organisation: works committee, joint management councils, grievance settlement authority, domestic inquiry, Punishment, appeal, court of inquiry; conciliation: conciliation officer, board of conciliation; adjudication: labour court , industrial tribunal, national tribunal, high court/supreme court; awards of the adjudication bodies; alternative methods of dispute resolution; Arbitration. CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT V

COLLECTIVE BARGAINING –

6 HRS

Collective bargaining; strikes; lockout; layoff; retrenchment; unfair labour practice. CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT VI

INDUSTRIAL DISPUTES AND STATE INTERVENTION –

6HRS

State intervention in industrial relations, appropriate government; government's power of reference of industrial disputes; government's power of banning strikes and lockouts; typical varieties of disputes; CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT VII

INDUSTRIAL SICKNESS AND REHABILITATION-

7 HRS

Introduction, industrial sickness: symptoms and causes; board for industrial and financial reconstruction; procedure; operating agencies and schemes; alternatives to rehabilitation; industrial development and regulation act; misfeasance proceedings and appellate jurisdiction CASE LAWS: TO BE DISCUSSED IN CLASS

UNIT VIII

MANAGERIAL PREROGATIVES IN INDUSTRIAL RELATIONS – 5 HRS

Managerial prerogative-extent and limit; workmen right to protection; workmen's right to compensation; settlement, violation and consequences; prosecution: procedure and practice; CASE LAWS: to be discussed in class

SKILL BASED ACTIVITIES:

1. Case Analysis Exercise will be assigned to the students based on Trade Union and Industrial Disputes
2. Assignments to test the practical knowledge & to give an industry exposure on Industrial Disputes ,Grievance handling & Disciplinary action.
3. Role play activities relating to Industrial Disputes & Trade Unions.

Books For Reference:

- 1) Labour Law And Labour Relations- Indian Law Institute Publications
- 2) Mahesh Chandra "Industrial Jurisprudence", Tripathi Pvt Limited
- 3) Labour Law And Labour Relations: Cases And Materials: Prakash A.Srivastav S.C&Kalpakam
- 4) Law Of Industrial Disputes –O.P Malhotra
- 5) Industrial Relations And Labour Legislation-Oxford And Ibh Publishing, New Delhi
- 6) Law Of Industrial Disputes –Bagri P.G, Bharath Law House, New Delhi

Books Recommended

Labour Law And Labour Relations: Cases And Materials: Prakash A.Srivastav S.C&Kalpakam

CMG-5640 : COMPENSATION MANAGEMENT

Primary Objectives:

1. To impart basic conceptual knowledge about the relevance of CM in the changing global economy.
2. To familiarize students with importance of financial and non financial benefits offered by different categories of industries for motivating and keeping the potential employees satisfied.
3. To facilitate students in designing compensation structure.
4. To familiarize with the Reward philosophy and Reward Policy with illustrations.

Specific Objectives:

1. Make students feel importance of contingent pay at the international context.
2. To facilitate students designing financial and non financial rewards.
3. To develop a Job Evaluation Model for specific industry.

UNIT I

10 HRS

The Foundation of Reward Management: concept, aims, transactional and transformational aspects of RM; The total Reward Process; Motivational & Financial and Non Financial Rewards; Factors affecting levels of Pay.

UNIT II

3 HRS

Reward Philosophy, Strategy, and Policy

UNIT III

8 HRS

Job Analysis- definition and process; Job description-elements and concepts; Job Evaluation- definition, purpose and methods, Job evaluation process.

UNIT IV

10 HRS

Wage and Salary administration- nature and purpose, compensation, Reward. Wage levels and wage structure; wage determination process; theory of wages; types of wages; wage differentials.

UNIT V

8 HRS

Contingent pay; Paying for Performance, Competence related pay; skill related pay; shop floor incentives and bonus schemes; sales force Incentive schemes.

UNIT VI

8 HRS

Special Aspects of Reward Management M: Executive and International compensation; Compensation for teams; Gain Sharing; Profit sharing; Employee and Executive Share schemes; Boardroom pay.

UNIT VII

8 HRS

Employee Benefits and Total Remuneration: pensions, tax considerations; Fringe benefits; Fringe benefits in India.

UNIT VIII

5 HRS

Managing Reward system; Evaluating the Reward System, pay reviews, control, responsibility for reward; Reward Management procedures, computerized reward management.

Skill Based Activities:

1. Students should come with job description and job specification of a given company.
Individual activity.
2. Formulate a new compensation structure for a given industry. Team activity.
3. Make a report on the impact of 6th pay commission on other types of education institutions (including international institutions) apart from UGC centrally funded institutions.

Books for Reference:

1. Reward Management- Remuneration Strategy and Practice, Michael Armstrong & Helen Murlis, Crest Publishing House.
2. A Handbook of HRH Practice, Michael Armstrong, Kogan Page Ltd.
3. Personnel Management, C B Mamoria, Himalaya Publishing House.
4. Organization Behavior- Fred Luthans, MC Graw Hill Pub.

Books Recommended

A Handbook of HRH Practice, Michael Armstrong, Kogan Page Ltd.

IHRM 5660 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Primary Objectives:

1. The purpose of this course is to introduce students to international aspects of international human resources management, legal requirements
2. HR functions in a multinational context, cultural issues, and varying management practices and systems critical for business expansion and individual career success across borders. principle among these is the attainment of organizational competitive advantage through the international development of a cadre of cross-culturally savvy managers

Specific Objectives:

1. To expose students to international HRM
2. To inculcate international HRM strategies
3. To make students to apply their theoretical knowledge

UNIT: I

The Enduring Context of IHRM

10 HRS

The general nature of globalization and IHRM as a source of competitive advantage

Definition

Why to study IHRM?

Difference between domestic and international HRM

Variables that moderate differences between domestic and international HRM

The role of IHRM in transferring competence across border

Case study

UNIT: II

10 HRS

Internationalization of IHRM

Meaning Of Internationalization

Stages of internationalization

Exporting, sales subsidiary, foreign product and network of subsidiaries

Socio-cultural, institutional and national contexts of IHRM

Control Mechanisms

Mode of operation

Case Study

UNIT: III

8 HRS

IHRM: Sustaining international business operations

Approaches to staffing

Transferring staff for international business activities

Role of an expatriate

Role of an expatriate, non-expatriate and corporate HR Function

Case Study

UNIT: IV

14 HRS

Managing and supporting international Assignments

Recruiting and selecting staff for international assignments

Issues in staff selection, factors moderating performance selection criteria, dual-career

couples

Training and Development

The role of expatriate training

Components of effective pre-departure training programme

The effectiveness of PDT

Developing staff through international assignment

Compensation and Re-entry and career issues

Objectives, components of international compensation program

Approaches to international compensation

Re-entry and career issues, The repatriation process

Individual reactions to re-entry, multinational response

Designing a repatriation program

Case Study

UNIT: V

8 HRS

Global HR Issues

HRM in host country context, business ethics and social responsibility in global operations

Managing workforce diversity in the global context,

Performance management

Case Study

UNIT: VI

10 HRS

IHRM Trends and Challenges

International business ethics and HRM

Models of Issues and IHRM, Ownership issues, practical issues, research questions

Labor Relations - Key issues in international relations, strategic choices before firms, strategic choices before unions, union tactics

Managing people in an international context - Japan, Europe, US

Case study

Reference Books

1. International Human Resource Management, Dr. Nilanjan Sengupta, Dr. M S Bhattacharya, Excell Books

2. International Perspective on Organization Behavior and Human Resource Management, Betty Jane, Punnet, Excell Books

3. International Human Resource Management, Hilary, Harris, Chris Brewster, VMP Publications

4. International Human Resource Management. Monir, H.Tayeb, Oxford Publication

5. International Human Resource Management, Peter J.Dowling, Denice E. Welch, Cengage

Recommended Book

International Human Resource Management, Peter J.Dowling, Denice E. Welch,

VI SEMESTER

MIS 6320: MANAGEMENT INFORMATION SYSTEMS

MODULE I: (05 Hrs)

A SIMPLE MODEL OF MIS : Meaning of MIS, Definition, A Simple model of MIS, What an information system, Characteristics of information, Classification, What is a system, Computer based information systems, Technical operation of a CBIS, Business data processing, Data processing cycle, A business perspective of information systems, Characteristics of MIS.

MODULE II: (08 Hrs)

MANAGEMENT INFORMATION SYSTEMS: What are management information systems, Features of MIS, Importance of management information systems, Pyramid structure of MIS, MIS versus data processing, Structure of MIS, Subsystems of MIS, The Conceptual structure of MIS, Security and international issues of MIS, MIS issues of a multinational organization?

MODULE III: (07 Hrs)

THE CONCEPT OF DATA PROCESSING: Database, Major issues in data management, File management, File organization, File based systems problems, Objectives of DBMS, Database concepts, Database models, Difference between models, Dataware Housing, Data Mining.

MODULE IV: (08 Hrs)

MIS AND NETWORKS : Batch Processing, Online Processing (Quick Response Systems), Components of a Telecommunication Systems, Communication Networks, Network Topologies, Implementation of LANS – Transmission Media, Wireless LAN (WLAN), Internet, World Wide Web (WWW), E-Mail, Intranet.

MODULE V: (08 Hrs)

ANALYSIS AND DESIGN OF MIS: Software Engineering, Systems Analysis, System Design, Systems Analysis and Design, Entity Relationship Diagram, Systems Development life Cycle, Project Management.

MODULE VI: (05 Hrs)

MIS DEVELOPMENT & IMPLEMENTATION: MIS Planning, Project Preparation, Needs Analysis, MIS Design, Selection, MIS Implementation, Management Challenges.

MODULE VII : (05 Hrs)

HUMAN RESOURCES INFORMATION SYSTEMS: Types of personnel administration data systems, Employee Profile system, Employment control reporting system.

MODULE VIII: (08 Hrs)

FINANCIAL / OPERATIONS DATA SYSTEMS: Payroll data system, Accounts payable systems, Accounts receivable system, Materials requirement planning (MRP), Manufacturing Resource Planning (MRP II).

MODULE IX: (06 Hrs)

DIFFERENT TYPES OF INFORMATIONS SYSTEMS : Group decision support systems (GDSS), Executive information systems (EIS), Expert systems, Artificial intelligence, ERP, E-CRM, Transaction processing systems, Knowledge work and office automation systems, Computer crimes and ethics, Information security and control, Information out sourcing and

Data Resource Management.

BOOKS FOR REFERENCE:

1. Management information systems by James O'Brien Golgotha publications.
2. Management Information Systems By Davis And Olson Published by TATA MC GRAW HILL
3. Management information systems by THOMAS THARAKAN SURABHI PUBLICATIONS

PRMG – 6350: PRODUCTION MANAGEMENT

MODULE-I Introduction Definition, Systems Approach to Prodn.- Historical Evolution of POM- Factors affecting POM- Productivity- meaning, determinants, measurement, Inter-relationship of Production with other departments. Objectives of POM	2 hrs
MODULE-II Plant Location Meaning, Importance, New theory (Weber's). Plant Layout: Meaning & Principles Types of P. Layouts with advantages, disadvantages and their applications	6 hrs
MODULE - III Physical facilities of the organization	6 hrs
MODULE-IV Materials Management Meaning, Objectives. Purchasing: Meaning, Principles and purchasing cycle. Vendor Rating & Selection. Inventory control-Meaning, Types, Reasons carrying inventory, Concept of EOQ, Inventory control systems & techniques	10 hrs
MODULE-V Material handling Meaning, principles, MH Equipments, Selection criteria, Relation with Plant layout decision, Standardization, Codification & Simplification	6 hrs
Module -VI Production Planning & Control Meaning, Objectives & Functions. <i>Quality Control</i> : Definition, Costs of quality, SQC- Control charts	12 hrs
MODULE-VII Time & Motion study- Meaning of Work study, Method Study & procedure, Time study & procedure. Determination of Standard time, Tools & Techniques of Work study.	6 hrs
MODULE-VIII Maintenance - Definition, Need, Types of Maintenance with merits & demerits. Maintenance scheduling, procedure & tools. Modern philosophies of maintenance.	8 hrs
MODULE -IX Waste Management- Scrap & Surplus disposal Automation: Meaning, Considerations & Advantages. Forms of Automation	4 hrs

BOOKS FOR REFERENCE:

1. Buffa, Modern Production and Operations Management, Wiley Eastern Ltd.
2. Brown, Production Management, Richard D. Irwin Inc.
3. K.N Sontakki, Production and Operations Management, Kalyani Publishinshers
4. C.S.V Murthy, Production and Operations Management, Himalaya Publishers
5. K. Aswathappa, G. Sudarsana Reddy, M Krishna Reddy, Production and Operations Management, Himalaya Publishers.

BZL – 6360 : Business Law

Objective: The objective of this course is to help the students to understand the basic elements of business law and its various techniques useful for effective management of companies as well as firms.

MODULE:I

5 hrs

Introduction, Meaning and Scope of Business Law – Sources of Indian Business Law.

MODULE:II

20 hrs

INDIAN CONTRACTS ACT OF 1872: Definition – types of contracts – essentials – offer, acceptance, consideration, capacity of parties, free sent, legality of object and consideration, various modes of discharge of a contract, remedies for breach of contract.

MODULE:III

10 hrs

Intellectual Property Legislations: Meaning and scope of intellectual properties – Patent Act of 1970 and its amendments as per WTO agreement, back ground, objects, definition, inventions, patentee, true and first inventor, procedure for grant of process and product patents, WTO rules as to patents, rights to patentee – infringement – remedies.- The Copy Rights Act , Meaning – Its uses and rights.

MODULE:IV

5 hrs

The Trade Marks Act,1999 its meaning, registration , procedures – infringement – Authorities concerned -remedies

MODULE: V

5 hrs

International business law: Writing or execution of Wills, Administration of estates and trusts, forming of corporations, regulating Federal securities and international laws for business.

MODULE: VI

5 hrs

Consumer Protection Act 1986: Back ground – definitions – consumer, consumer dispute, complaint, deficiency, service, consumer Protection Council, Consumer redress agencies, District forum, State Commission and National Commission.

MODULE: VII

5 hrs

Foreign Exchange Management Act 1999: Objectives, scope and salient features, offences under the Act.

MODULE: VIII

5 hrs

Cyber Laws 1999: Objectives, definitions and salient features, provisions pertaining to piracy and related offences and personalities. Competition Law 2003: Meaning and scope, salient features, offences and penalties under the Act.

BOOKS FOR REFERENCE

1. N.D Kapoor Business Law
2. Maheshwari And Maheshwari Principle Of Business Law
3. Ashwathappa And Ramachandra Business Law
4. Gulshan Business Law

ELECTIVE -1 FINANCE

AMA 6440: ADVANCED MANAGEMENT ACCOUNTING

Primary Objective: To provide the students knowledge about use of Financial Accounting and Cost Accounting data for planning control and decision making.

Specific Objective: To enable the students to identify and address the issues relating to financial planning and control in the conducts of corporate managerial decision making.

UNIT I

10 Hrs

Break Even Analysis and Tactical Decision making – Break even analysis, Assumptions, Methods of Break even analysis – Algebraic and Break even chart, Margin of safety, Angle of Incidence, Profit Volume Graph, Cost Difference Point, Cash Break Even Point, Impact Of Key Factors Including Sales Mix, Mergers Of Two Plants / Factories, Make Vs. Buy Decisions, Decisions Relating to Acceptance And Rejection of a Special Offer / Order, Selling Price Decisions, Add or Drop Products, Product Line Decisions, Operate Or Shut Down Decisions.

UNIT II

8 Hrs

Standard Costing and Variance Analysis - Introduction, Historical costing, meaning of standard and standard costing. Steps involved in standard costing, standard cost v/s Target cost, Standard costing and budgetary control, Standard costs and estimated costs, Advantages and limitations of standard costing, Preliminaries for establishing a system of standard costing, determination of cost centre, classification of accounts, types of standards, organization for standard costing, setting of standards, analysis of variances, Material cost variance, Labour cost variance, Overhead cost variance, Sales variance.

UNIT III

10 Hrs

Ratio Analysis – Construction of Profit and Loss account and Balance sheet from ratios and cases on ratio.

UNIT IV

6 Hrs

Funds Flow statement and Cash Flow Statement – Advanced problems with adjustments of Bonus issue, Accumulated depreciation with sales profit / loss, redemption with premium or discount, dividend with pre-acquisition profit.

UNIT V

6 Hrs

Responsibility Accounting (include transfer pricing)- Introduction, Meaning and definition of responsibility accounting essential feature, Responsibility centres, Types of Responsibility centers, transfer prices, methods or types of transfer prices, selection of transfer pricing methods, advantages of responsibility accounting.

UNIT VI

6 Hrs

Activity based costing –Meaning, Characteristics, Steps in implementing ABC, Main activities and cost drivers, ABC and management, Benefits of ABC, Practical problems.

UNIT VII **3Hrs**
Contemporary issues in management accounting – Value chain analysis, quality costing, target costing, life cycle costing.

UNIT VIII **2 Hrs**
Inflation accounting - Meaning, objective, nature, importance, methods.

UNIT IX **4 Hrs**
Human Resource Accounting- Meaning, Objective, Nature and importance, methods.

Skill Development activities:

- 1) Collection of annual accounts of companies and analyse the same with help of ratios
- 2) Decision making by the application of marginal costing technique
- 3) Preparation flexible budget in conducts of corporate enterprises

BOOKS FOR REFERENCE:

- 1) Shashi K Gupta & R.K Sharma – Management Accounting , Kalyani Publishers
- 2) Jain & Narang, Cost and Management Accounting, Kalyani Publishers
- 3) I.M Pandey, Management Accounting, Vikas Publishers
- 4) Homgren, Sundem, Stratton, Introduction to Management Accounting, Pearson Education
- 5) S.N. Maheshwari, Management Accounting, Sulthan Chand & Sons
- 6) M.N. Arora, Management Accounting, Himalaya Publishers
- 7) Anthony , Robert and Mark Young , Management accounting, Pearson Education

BOOK RECOMMENDED

- 1) Shashi K Gupta & R.K Sharma – Management Accounting , Kalyani Publishers

IDTX – 6450: INDIRECT TAXES

Primary Objectives: To provide an overall understanding about various indirect taxes in India

Specific Objective:

- 1 To acquaint with students proper knowledge about collection and administration Excise duty and its importance in public Finance of India
- 2 To acquaint with students proper knowledge about collection and administration Customs duty and its importance in public Finance of India
- 2 To acquaint with students proper knowledge about collection and administration Service Tax in India

UNIT: I

5 hrs

Nature of Excise Duty, legislative history, coverage, levy and collection of excise duties, legal effects of Notifications, Tariff Advises, Trade Notices. Central Excise Act, 1944 and the related Rules, and Central Excise Tariff Act. 1985.

UNIT:II

5 hrs

Registration procedures –Maintenance of records, registers and filing of returns

UNIT: III

5 hrs

Provisions governing manufacture and removal of excisable goods – valuation under the excise rules.

UNIT:IV

5 hrs

:Provisions relating to storage of excisable goods, time and manner of payment of duty and other matters relating to removal of goods.

UNIT:V

5 hrs

Classification of goods under the Central Excise Tariff Act with reference to Rules of Interpretation.

UNIT: VI

5 hrs

Assessment including provisional assessment, self removal procedure,. Payment of duty, and rate of duty, Record based control and production based control

UNIT: VII

4 hrs

Remission of duty on goods used for special industrial purposes – procedure for exports, duty draw back – Provisions relating to CENVAT.

UNIT: VIII

5 hrs

Departmental organizational set up, adjudication and appellate procedures – Offences and Penalties – exemption for small scale industries. Customs Act 1962 and Customs Tariff Act 1975.

UNIT: IX

5 hrs

Principles governing levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and anti dumping duty and exemption from customs duties.

UNIT: X

10 hrs

Basic principles of classification of goods and valuation of goods- Customs authorities, appointment of customs ports, warehousing stations – provisions governing conveyance, importation and export of goods, special provisions regarding baggage, goods imported or exported by post, and stores.

UNIT: XI

4 hrs

Detailed procedure in relation to transportation and warehousing – drawback of customs duties paid – Prohibition, search and seizure, adjudication, appellate remedies including prosecution in court of law and allied miscellaneous matters. Refund of excise and customs duty, doctrine of unjust enrichment

UNIT: XII

5 hrs

Service Tax: Meaning, Applicability, Procedure for Registration and Maintenance of records and registers – Payment of Service tax – Liability – Submission of returns – Authorities. .

UNIT: XIII

4 hrs

central sales tax- meaning, applicability, registration, records to be maintained returns to be submitted, meaning of dealers, inter state turnover, definition of turnover, assessment, appeal, and VAT

Skill development activities:

- 1) Computation of customs duty payable on import of goods, baggage etc.
- 2) Computation of excise duty payable on manufacturing of goods
- 3) Analysis of cases

BOOKS RECOMMENDED

- 1) **Indirect Taxes – V S Datey Taxman Publication**
 - 2) **Indirect Taxes – Yogendra Bangar & Vandana Bangar**
- Indirect Taxes – Vaideeshwaran**

MACQ 6460 MERGERS AND ACQUISITIONS

Primary Objective

To make the participants familiar with various aspects of Mergers and Acquisitions, including their valuation

Specific Objectives

- To make the participants familiar with Mergers and acquisitions happening in corporate world
- To make the participants understand the M&A process
- To make the participants aware of different valuation approaches
- To make the participants understand the legal aspects involved in M&A

UNIT I

12 Hrs

Mergers and Acquisitions - Introduction – Forms of corporate restructuring –M&A, Joint Ventures, sell-off and spin-off, divestitures, LBO, MBO,MLP, ESOP- History of merger movement –types of merger- Economic rationale for different types of merger - Motives behind Mergers – theories of merger- synergy of mergers and acquisitions – Internal and external change forces contributing towards M&A activities

UNIT II

10 Hrs

M&A Process – Identification of target – Negotiation – closing the deal – due diligence – M&A integration – organisational and human aspects – Managerial challenges of M&A

UNIT III

12 Hrs

Valuation – different approaches to valuation – discounted cash flow valuation – relative valuation – Valuation of operating and financial synergy – Valuation of LBO – Methods of financing- cash offer, share exchange ratio – M&A as a capital budgeting decision

UNIT IV

10 Hrs

Takeover – Types of takeover – Hostile takeover approaches – Takeover defences – Anti-takeover amendments- SEBI takeover code

UNIT V

8 Hrs

Legal and Accounting aspects of M&A – accounting for amalgamation- Pooling of interest method, Purchase method – Provisions of companies Act of 1956, Income Tax Act 1961, Provisions of competition Act

UNIT VI

8 Hrs

Cross Border Mergers and Acquisitions – The theory of MNE – Reasons – strategies and performance of CBMA

Skill Development

1. To collect information on two recent mergers and understand the merger valuation.
2. To collect information from various sources relating to cross border mergers and acquisitions to understand the merger motives of acquiring firms.
3. To visit a reputed consultancy firm and collect information relating to legal aspects of Amalgamation and Mergers in India

Books for reference

1. Corporate Mergers And Acquisitions: Strategies, Regulations And Practices
by V K Puri
2. Mergers, restructuring and corporate control- by J. Fred Weston and others- Pearson
Education
3. Corporate Finance – Ashwath Damodaran –John Wiley and sons
4. Company Law and Practice – Taxman
5. Financial Management –by Khan and Jain

Books Recommended

M & A and Corporate Restructuring: Prasad G Godbole / Vikas Publication

ELECTIVE – 2 MARKETING

ADMG-6530: ADVERTISING MANAGEMENT

Primary Objective:

To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the advertising process

Specific Objective:

- 1) To develop an understanding of the economic and creative justifications for marketing Communication
- 2) To be sensitive to legal and ethical considerations in the formulation and the implementation of advertising

UNIT I: Introduction to advertising

5 HRS

Effectiveness factors, types of advertising, roles & functions of advertising: The five players of advertising-Current Advertising issues- interactive advertising,

UNIT II:

7 HRS

Ethics and Regulation in Advertising

Ethical issues in advertising-puffery, stereotyping, ads to children, subliminal advertising, online advertising: Legal and Regulatory environment-ASCI, FDA, Social obligation-economic obligation

UNIT III:

7 HRS

Relationship between Advertising and Marketing

Ad agencies combining marketing and Advertising-consumer behavior-socio-cultural and psychological process-The decision process-How advertising works-creativity and memorability, Relationship marketing

UNIT IV:

7 HRS

Advertising Planning and Research

Advertising impact –strategic research process-evaluative research process- Message development research-strategic planning-The advertising plan-Copy strategy

UNIT V:

Advertising Media

15HRS

Setting Media objectives-developing media strategies-Media selection procedures-Media buying functions- Newspapers-Magazines-Posters-Billboard-Yellow pages-Pamphlet-The structure of Television Industry-Television Advertising-Structure of Radio-Radio advertising-Outdoor advertising, transit advertising, internet advertising-types, merits & demerits.

UNIT VI:

15 HRS

Creating advertising

Creative roles-Creative process-Creative strategy and execution-Effective creativity-Radio commercials-Television commercials-Other TV and film advertising-The creative team-Television art direction-Broad Production-Parts of Print Advertisement-Copywriting for print-

Parts of a print Ad copy-Designing the print-Print production-How to write radio copy, TV copy, web writing, Direct marketing tools, Mobile advertising , Appeals used in Advertisement

UNIT VII:

Integrating marketing communication elements

5 HRS

Sales Promotion, Consumer & trade promotion, Event marketing & sponsorships, loyalty programs, partnership programs

UNIT VIII:

Integrated campaigning

7 HRS

Structure of campaigning plan-evaluating the campaigning plan-Creative strategy-Event-Sponsorship-Fashion show

UNIT IX:

Public relations

7 HRS

The practice of Public Relations-Types of public relation activities-Public Relation tools-Institutional advertising-Press Conference-Nonprofit public relations

Skill Development:

Create and ad campaign for a business of your choice.

Successful Public relation strategies followed by any business of your choice

Books Recommended

Advertising Principles and Practices by Wells, Burnett and Moriarty-Prentice hall of India 6th Edition

Advertising Management by Aaker Mayer and Batra-Pearson Education 10thE

Advertising and Promotion Belch, G E / Belch, M A. Tata McGraw-Hill

FCB Ulka Brand Building Advertising Concepts And Cases, Parameswaran, M G. Tata McGraw-Hill

Advertising Communications and Promotion Management; Rossiter / Percy Tata McGraw Hill

Strategic Marketing Communications: New Ways to Build and Integrate Communications; Smith, Paul et al. Kogan Page, UK

Principles of Advertising & Integrated Marketing Communication– 2005eDuncan, Tom. Tata McGraw Hill

Why we buy: The Science of Buying Underhill, Paco

Planning for power Advertising Halve, Anand. Sage publication

Additional readings:

Cialdini, Robert B. *Influence: The Psychology of Persuasion.*

Gladwell, Malcolm, *The Tipping Point: How Little Things Can Make a Big Difference*

Shimp, Terence, *Advertising, Promotion and Supplemental Aspects of Integrated Marketing*

SMG-6540: SALES MANAGEMENT

Course Objectives

Course examines managerial issues surrounding sales force management. These include motivation and training issues, sales force recruitment issues, and evaluation and analysis of the sales force.

Primary objectives

- (1) familiarize students with the activities involved in managing a sales force
- (2) involve students in specific learning exercises that simulate 'real world' activities that sales managers partake in on a regular basis.

Specific objectives

- 1) Student familiarity with the general world of sales
- 2) Strategies of successful salespeople.

UNIT I: Introduction

8 Hrs

Meaning and objectives of sales management-responsibilities of the sales manager-role of sales manager as leader of sales force-sales management and marketing management relationships-Sales departments external relations-organisation of sales department-types of sales organisation structure-Centralisation and decentralisation of sales force management

UNIT II: Salesmanship

8 Hrs

Introduction- Selling & Buying styles- Selling Situations- Selling Skills- Pre sale preparation- Prospecting- Approach to the customer- Sales presentation- Handling customer objections- Closing the sales- Follow up actions

UNIT III: Managing sales Information

8 Hrs

Introduction – Forecasting Market Demand- Trend projections-Factors affecting Selection of a Forecasting Method

UNIT IV: Recruitment and Selection

6 Hrs

The pre recruiting reservoir-Sources of sales force recruits-The recruiting effort-Pre interview screening-The interview-references-credit checks-Psychological tests-Physical tests

UNIT V: Training the sales force

8 Hrs

Defining training aims-Deciding training contents-selecting training methods-Organisation of sales training and evaluating sales training program

UNIT VI: Motivation sales personnel

7 Hrs

Motivational help from management-Need gratification-Motivation and leadership-Motivation and communication-Unionization of sales personnel

UNIT VII: Compensation and managing the expenses

8 Hrs

Devising the sales compensation plan-Types of compensation plan-Fringe benefits-Reimbursement of sales expenses-Methods of controlling and reimbursing expenses of the sales personnel

UNIT VIII: Sales Meetings ,Evaluation of the Sales Force

8 Hrs

Sales meetings-Different level of meetings-Objectives duration promotion and prizes of sales contest- Performance Appraisal process

UNIT IX: Sales Quotas and Territories

8 Hrs

Types of quotas and quota setting procedure-Administering the quota system-reasons for not using sales quota-Reasons for establishing and reforming sales territories-Procedures for setting up territories-Routing and scheduling sales personnel

UNIT X: Sales budget and Cost analysis

6 Hrs

Purpose of budget-sales budget form and content-budgetary procedure-sales audit-sales analysis-marketing cost analysis

Skill activities

1. Students are asked to do sales demonstration for certain products which will increase their capacity of presentation as a team
2. Strategies followed in increasing the sales target followed are discussed using video
3. Students are encouraged to work on internship with certain sales organization so as to develop their skills

Books

1. Sales management by tata mcgraw publishers, Robert j.calvin, Adapting the sales force for automation, crm and other technologies
2. Sales and Distribution Management – Tapan K Panda & Sunil Sahadev – Oxford,University Press-2008 Edition
3. Management of a Sales Force – Spiro, Stanton & Rich – Tata McGraw Hill -11th Edition
4. Sales Management –Charles M Futrell- Thomson South Western Publications-6th Edition
5. Sales Management by Edward Cundiff and Richard Still –Prentice Hall of India -5th Edition
6. Richard R. Still & others, Sales management.
7. Davis & Maynard, Sales management.

Primary Objectives

To familiarize students with the untapped potential market in Rural India & the growing market driven strategies to explore it.

Specific Objectives

- 1) To acquaint the students to the rising economy, the changing consumption habits & preferences of rural consumers
- 2) To equip the students to overcome the challenges of communicating to media-dark rural audience of lower literacy rates & poor infrastructure.

UNIT I Introduction:**4 Hrs**

Definition, scope of rural marketing, concepts, and components of rural markets, classification of rural markets, rural vs. urban markets. Need for rural marketing, types of rural customers, rural distribution, communication, and retailing

UNIT II**6 Hrs**

Rural marketing environment: - evolution of rural marketing, rural market structure, political, economic, technological, demographic & physical environment of rural market, Panchayat raj, green revolution, white revolution, NGO movement, Rural economy -characteristics, rural infrastructure, health & education

Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index

UNIT III**6 Hrs****Rural Consumer Behavior-**

Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty, Growing connectivity in rural India, role of rural women& rural youth.

UNIT IV**9 Hrs****Rural Marketing Strategies:**

a) Segmenting, Targeting and Positioning

Segmentation- Heterogeneity in Rural, Prerequisites for Effective

Segmentation, Degrees of Segmentation, Basis of Segmentation and

Approaches to Rural Segmentation- Geographic Segment, Demographic

Segmentation, Psycho graphic Segmentation, Behaviour Segmentation, Targeting- Evaluation and Selection of Segments, Coverage of Segments,

Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

b) Product Strategy

Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development

Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

e) Fake Brands- The Fakes Market, Strategy to counter fakes, Structure of competition in Rural India, Product warranty and After-sales service,

UNIT V

7Hrs

Distribution Strategy:

Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems-Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural Market.

UNIT VI

7 Hrs

Communication strategy:

Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, melas, Haats, Interactive games, folk media, puppet shows, POP displays, Personalised media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation.

UNIT VII

7 Hrs

The future of Rural Marketing:

Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing, Innovation in rural markets -Customized offerings, ITC-e choupal, GRASSO, KVIC, Project Shakti, Eid parry, shopping habits –changing pattern in rural market

Case studies in Indian context only

4 Hrs

SKILL DEVELOPMENT

Activities

Conduct Market Research to Position a Product for Rural customers-STP, 5Ps, and Communication plan

Frame a project to address a social cause of rural customers.

Migration of rural youth to Urban India

Marketing/ Retailing of agricultural crops

Cases

ITC e Choupal

HLL Project Sakthi

Eid Parry

What an IDEA Sirji?

RECOMMENDED BOOKS:

1. **Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra**
2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e
3. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e
4. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

REFERENCE BOOKS:

1. Rural Marketing – U.C.Mathur, excel books, 1/e
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
3. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
4. Rural Marketing – Sukhpal Singh – Vikas Publishers
5. Rural Marketing – Minouti Kamat & R. Krishnamoorthy -HPH, 3/e,
6. Agricultural Marketing In India – Acharya – Oxford I B H
7. Advertising & Marketing in Rural India- Tej K. Bhatia, Macmillan
8. Marketing of Agricultural Products Richard Kohls and Joseph N.Uhl -9/e (PHI)
9. The Fortune at the Bottom of the Pyramid—C.K. Prahlad-Wharton School Publishing, 2005
10. Rural Markets: Transitions & Issues, Sanal Kumar Velayudhan, paper presented at the 6th Annual Management Education Convention of Association of Indian Management School

ELECTIVE – 3 HUMAN RESOURCE MANAGEMENT

HRD 6610 – HUMAN RESOURCE DEVELOPMENT 75hrs

Primary Objective:

This course will provide students with an understanding of human development as a continual process, with an ongoing requirement of adapting and adjusting to the industry. The course will also assist students in developing a practical understanding of the process of human resource development in the corporate.

Specific Objectives:

- 1) To make students to Understand and apply theoretical perspectives of human resource development;
- 2) To understand the methodological and conceptual challenges in the human resource development;
- 3) To enable the students to learn the social and cultural influences on human development, including knowledge of diverse populations and contemporary patterns.

UNIT I

10 HRS

Definition, Objectives, Scope and Importance of HRD
Recent trends in HRD-
Introduction to Human Resource Development at micro and Macro levels- The concepts of Human Resources Development
The New Role of HRD

UNIT II

8 HRS

Human Resource development: recent trends and challenges:
Emotional Quotient ,concepts & implementation,
Personality Quotient
Trait theory
Internal locus of control
External locus of control

UNIT III

8 HRS

Knowledge management,
Concepts benefits and implementation,
Organizational Knowledge creation Process
Learning Organization
Need for Organizational Learning
Other important trends in different industries

UNIT IV

10 HRS

Career Planning
Phases of Career Planning

Career planning Vs Manpower planning
Career Management
Employee /Organizational perspective.
Benefits of Career planning and development

UNIT V

12 HRS

Quality of Work Life and Quality Circles – Introduction, Contemporary problems of Managerial Problem;
Quality of work life(QWL), Specific issues in QWL, Benefits of QWL ;
Productivity – QWL, Barriers to QWL;
Strategic for Improvement in QWL;
Quality Circle-Participation and Essential Process.

UNIT VI

10 HRS

Main Issues in HRD: HRD Culture and Climate
Organizational culture- Meaning of OC, strong v/s weak culture, role of OC, culture creation, ethical organizational culture, and culture v/s organizational effectiveness Counseling and Mentoring.

UNIT VII

10 HRS

Human Engineering and Research- Meaning and Definition of Human. Engineering- Human Factor Engineering-Human Resource

UNIT VIII

7 HRS

Research- Types, Objective
Coverage of Research Area- Method and Tools
Sources of Information- Research Procedure

Skill Based Activities:

1. Students should come with job description and job specification of a given company.
Individual activity.
 2. Formulate a new compensation structure for a given industry. Team activity.
- Make a report on the impact of 6th pay commission on other types of education institutions (including international institutions) apart from UGC centrally funded institutions

REFERENCE BOOKS:

6. Arun Monappa & Saiyuddain : Personnel Management, Tata McGraw Hill.
7. Edwin B Flippo: Personnel Management, McGraw Hill.
8. M.G. Rao, B.S. Mintty & K.K. Rao Text & Cases.
9. Sashi K.Gupta & Rosy Joshi Human Resource Development Management:
10. P. Subba Rao Human Resource Development
11. M.N.Rudrabasavaraj: Dynamic Personnel Administration
12. K.K. Ahuja: Personnel Management

Books Recommended

- P. Subba Rao Human Resource Development

ORD-6620: Organizational Development

Primary objective:

1. To provide the student with an integrated and comprehensive view of the field of OD.
2. To help them to understand the concepts and techniques used in OD through simulated organizational situation.

Specific objective:

1. To make students understand that there are various dimension of the organization that influences the organization change.
2. To help them to identify the career options available in this area.
3. To make them understand and develop approaches to planned change management in a practical situation
4. To help them to understand and learn how the OD interventions are applied in an organization.
5. To help them to understand and learn how OD is different from other Development programs.

UNIT I:

INTRODUCTION TO ORGANIZATION DEVELOPMENT

12 Hrs

Introduction to organization development - Concept and Characteristics of OD, History of organization development, Values, Assumptions and beliefs in ODA model for OD, Organization Renewal, Models and Theories of Planned change System approach, Action research, Applied Behavioral Science, Changing the Culture, Corporate culture, Cultural resistance to change & Tools for change.

UNIT II:

Managing the OD process

13Hrs

The Diagnostic Process, Meaning of Diagnosis, Diagnostic models, Data collection process, The program management component(Phases of OD program, Role of OD practitioner, External and Internal consultant Roles, Types of Consultants, The Intervention Process, Issues in Consultant-Client relationships, Creating a Climate for change, Overcoming Resistance to change, A Model for managing Change, Strategies to overcome resistance to change

UNIT III:

OD Intervention

15Hrs

An overview of OD interventions, Meaning of OD intervention, Classifying OD interventions, Need for OD interventions, Process Intervention Skills, Group Process, Types of Process Intervention, Employee Empowerment and Interpersonal Interventions, T-group learning, Johari Window model, Transactional Analysis, Career Life Planning Intervention, Stress Management

UNIT IV:

Developing High Performance in Teams

12Hrs

Team Intervention, A Gestalt approach to team building, Teams and Work Groups: cross-functional teams, Team building interventions, Techniques used in team building(Role Analysis and Role Negotiations, Intergroup Development Interventions, Intergroup team-building interventions, Third party peacemaking interventions, Organization Mirror Intervention, Beckhard's Confrontation meeting, Structural Interventions and the Applicability of OD, Self-managed teams, MBO, Total quality management

UNIT V:

Developing success in organizations**8Hrs**

Comprehensive OD Interventions, Stream Analysis, Survey feedback, GRID Organization Development, Third wave organization, Power, Politics, and Organization Development, Power defined and explored, Theories about the sources of social power, The role of power and politics in the practice of OD, OD-The challenges and Future, Emerging issues and value & Future trends in OD

Skill Based Activity:

- Case Studies/Case lets
- Games
- Short films-Based Analysis
- Role play
- Simulation exercises

Reference books:

- 1) Organization Development and transformation-Wendell.L.French , Cecil.H.Bell,Jr. TMH
- 2) Organization Development and Change-8th Edition, Cummings .T and Worley
- 3) An Experiential Approach to Organization Development-5th Edition, Don Harvey and Donald R.Brown, Prentice Hall

Books Recommended

Organization Development and transformation-Wendell.L.French , Cecil.H.Bell,Jr. TMH

SHRM 6650 STRATEGIC HUMAN RESOURCE MANAGEMENT

Primary Objectives: To familiarize students with relevance of strategic issues in HRM at the global level.

Specific Objectives:

1. To update students with importance of strategic recruitment, training and development and performance systems.
2. To familiarize students with importance of top level management participation with respect to employee reward systems.

UNIT I

Introduction to Strategic HRM

6HRS

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

UNIT II

Human Resource Environment

6HRS

Technology and structure; Workforce diversity; Demographic changes
Temporary and contract labour; Global environment; Global competition
Global sourcing of labour; WTO and labour standards

UNIT III

RECRUITMENT AND RETENTION STRATEGIES

8HRS

Online recruitment; Employee referrals; Recruitment process outsourcing
Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work - life balance; Employee empowerment
Employee involvement; Autonomous work teams

UNIT IV

TRAINING AND DEVELOPMENT STRATEGIES

8HRS

Creating a learning organization; Competency mapping; Multi-Skilling
Succession planning; Cross cultural training

UNIT V

PERFORMANCE MANAGEMENT STRATEGIES

8HRS

Defining key result areas (KRA); Result based performance
Linking performance to pay; Merit based promotions

UNIT VI

REWARD AND COMPENSATION STRATEGIES

6HRS

Performance based pay; Skill based pay; Team based pay
Broad banding; Profit sharing; Executive Compensation; Variable pay

UNIT VII

RETRENCHMENT STRATEGIES

6HRS

Downsizing; Voluntary retirement schemes (VRS)
HR outsourcing; Early retirement plans; Project based employment

UNIT VIII

HUMAN ASPECTS OF STRATEGY IMPLEMENTATION

8HRS

Behavioral issues in strategy implementation; Matching culture with strategy
Human side of mergers and acquisitions; Leadership, power and politics;
Employee morale; Personal values and business ethics

UNIT IX

GLOBAL HR STRATEGIES

4HRS

Introduction to global HR strategies; Developing HR as a value added function

Skill Based Activities:

1. Students should meet HR Managers of companies and bring out with a report on strategic importance in HR department.
2. Students should review at least 2 articles on SHRM and present in the class.

Books for Reference:-

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

Books Recommended

Strategic HRM - Michael Armstrong, Kogan page, London