

Career Point University, Kota

Department of Commerce and Management

MBA I Semester Scheme and Syllabus

S. No.	Course Code	Subject Name	L	T	P	C
1	CSL708	Computer Application And IT In Management	3	0	2	4
2	HUL109	Business Communication And Personality Development	2	0	0	2
3	SML554	Financial Accounting	3	1	0	4
4	MAL215	Mathematical Statistics For Management Decision	3	1	0	4
5	SML551	Principle and practices of Management	3	1	0	4
6	SML552	Managing Organizational Behavior	3	1	0	4
7	SML553	Macro Economics	3	1	0	4
Total Credits						26

CSL708 Computer Applications And IT in Management

4 Credits (3-0-2)

Unit-1: Information System Concepts: Introduction, Data vs. Information, open system vs. closed system, Classification of IS in the organization, Information Quality Attributes, Business Process Management. **MS-Word:** Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros. **MS-PowerPoint:** Preparation and formatting of presentations, drawing objects in the presentation, Setting Animation.

Unit-2: Computer Communication Networks: Telecommunication and computer networks, interpersonal communication applications, computer networks, types of networks, communication media, network technologies, data transmission modes, intranet, extranet, internet and www capabilities. **ITM. MS-Excel:** Introduction to spreadsheet, spreadsheet overview, formatting worksheet Data, Relative and absolute Referencing, working with Formula, working with function, Creating and using Macros, Data Management through worksheets, analysis through charts graphs, Setting print Styles printing worksheets and charts/Graphs.

Unit-3: Database Management: DBMS, advantages and disadvantages of DBMS, data models, entity, attributes relationship, keys, E-R model, and Normal insertion. **Building IS:** Working with MS-Access, Creating Tables & Database, Creating a Form, Design Form Effectively, opening a form in design view, creating a report, saving and executing reports, opening a report, creating a macro, save and run a macro, using macros in forms, automating applications with macros, developing decision support system using spreadsheets packages, Microsoft excel-data analysis tools-goal seek, sensitivity analysis, scenario, pivot table, lookup.

Unit-4: Organizational Systems: Decision making, types of decisions, stages of the decision processes, decision levels,

categories of information system, transaction processing system (TPS), Management Information System (MIS), Executive Information System (EIS), Decision Support System (DSS), Expert System (ES), Scope of Information System, Office Automation System (OAS), Knowledge Discovery & Data Mining, Enterprise Resource Planning, CRM & Supply Chain Management, E-Commerce, Mobile-Commerce, Electronic Fund Transfer, Electronic Cheque, Smart Cards, Digital Signature.

Unit-5: IS Security: Introduction, information system threats, vulnerability and computer crime, protecting information system, Intrusion Detection System, Auditing of information systems.

Suggested Readings:

1. Silberschatz, Korth, Sudarshan / Mc-Graw Hill- "Database System Concepts, 5e"
2. Leonard Jessup, Joseph Valacich, PHI - "Information's Systems Today"
3. James A O'Brien, PHI- "MIS : Managing Information Technology in the Networked Enterprise"
4. Curtis Frye, PHI- "Microsoft Access : Plain and Simple"

HUL109 Business Communication And Personality Development

2 Credits (2-0-0)

Unit-1: Introducing Business Communication

Meaning and definition, Types, Communication models and process, communication Channels- Formal, Informal, Downward, Upward and Horizontal, Essentials of effective communication, limitations of communication, Barriers of communication, Overcoming the barriers of communication.

Unit 2: Group Discussions and Job Interviews

Group discussion, Do's and Don'ts during a Group Discussion. Resume preparation and letter of Application. Types of interviews, importance of Body Language in interviews, telephonic or video interview, Mock interviews.

Unit-3: Letter Writing

Formal letters, format and layout, qualities of formal letter, various types of applications, job application, and difference between resume, Bio Data, CV and Resume Writing.

Unit 4: Personality Development and Soft Skills

Public Speaking: Invention, arrangement, style, delivery, art of successful public speaking, dealing with the topic, connect with and captive audience, dealing with questions, stage manners, Attitude, Ethics, Integrity, interpersonal skills & self confidence.

Unit 5: Current News Awareness

Gathering the news, Reporting the news and Presentation of news.

Suggested Readings:

1. Nilanjana Gupta, Communicate with confidence, Anthem Press.
2. V. Syamala, Effective English Communication for you, Emerald Publisher.
3. Krishnamohan & Meera Banerji, Developing Communication Skills.
4. R.K. Madhukar, Business Communication, Vikash Publishing House Pvt. Ltd.
5. Shalini Sharma, Concepts of Professional Communication, Acme Learning

SML554 Financial Accounting

4 Credits (3-1-0)

Unit-1: Financial Accounting: Meaning, nature and importance. Accounting cycle, accounting equation. Journal, Ledger and Trial Balance.

Unit-2: Preparation of Final Accounts: Manufacturing Accounting, Trading Account, Profit and Loss-Account, Profit and Loss appropriation Account, Balance Sheet (with adjustments). Depreciation Accounting.

Unit-3: Analysis of Financial Statement: Meaning and importance Ratio analysis, Profitability ratios, Activity ratios, Liquidity ratios, Long-term solvency ratios, Common size statement, Comparative statements and Trend analysis.

Unit-4: Funds Flow Statement: Meaning and importance, Preparation of schedule of changes in working capital; Preparation of funds flow statement and its analysis, Cash Flow Statement

Unit-5: Current Developments in Accounting: Concept of value added-computation of value added; value added ratios-brand valuation concept and methods of brand valuation –inflation accounting- human resource accounting

Suggested Readings:

1. Financial Accounting- P.C. Tulsian, Pearson Education India.
2. An Introduction to Accountin
3. g- S.K.S.B.N. & Maheshwari., Vikas Publications

4. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
5. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N.Delhi.

MAL215 Mathematical Statistics For Management Decision

4 Credits (3-1-0)

Unit-1: Introduction to Statistics: Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. – Diagrammatic and Graphic Representation: Line Diagram Introduction to Statistics, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs Tabulation:- Types of Tables- Construction of one way and two way tables.

Unit-2: Measures of Central Tendency: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Location Averages: Median, Mode (No grouping table method). Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies.

Unit-3: Measures of Dispersion: Range – Quartile Deviation – Mean Deviation – Standard Deviation – Variance – Coefficient of Variance - Comparison of various measures of Dispersion Skewness: Relative measures of skewness- Karl- Pearson, Bowley, Kelly, and Coefficient of skewness.

Unit-4: Correlation and Regression: Scatter Diagram, Karl Pearson's coefficient of Correlation (One way table only), Rank Correlation, And Concurrent Deviation – Regression: Method of Least Squares

Unit-5: Probability: Concept and Definition - Relevance to Management Decisions –Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal and problems on it. Baye's Theorem (No derivation)

Suggested Readings:

1. Nilanjana Gupta, Communicate with confidence, Anthem Press.
2. V. Syamala, Effective English Communication for you, Emerald Publisher.
3. Krishnamohan & Meera Banerji, Developing Communication Skills.
4. R.K. Madhukar, Business Communication, Vikash Publishing House Pvt. Ltd.
5. Shalini Sharma, Concepts of Professional Communication, Acme Learning

SML 551 Principles and Practices of Management

4 Credits (3-1-0)

Unit 1: Basic concepts of management

Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency. Management Thinkers- Kautilya, Taylor, Fayol, Peter Drucker and C.K. Prahlad.

Unit2: Functions of Management

Planning: Essentials of Planning and Managing by Objectives; Strategies, Policies and Planning Premises; Decision making. Organising- The Nature of organizing, Entrepreneurship, and Reengineering; Organizational Structure, Departmentation; Line/staff authority, empowerment, and decentralization. Staffing, Recruiting and Selection; Performance Appraisal and Career Strategy;

Unit 3: Leading and change

Human Factors and Motivation; Leadership: Committees, Terms, and Group Decision making; Communication. Managing change through Manager and Organization Development.

Unit 4: Controlling

The system and process of controlling; Control Techniques and Information Technology; Productivity, Operations Management and Total Quality Management.

Unit5: Management practices

Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

Suggested Readings:

1. Robbins Stephen P., "Management", Pearson
2. Stoner James A.F., "Management", Pearson
3. Business Environment and Policy Francis Cherunilam, 4th Edition 2005, Himalaya Dr Francis Cherunilam,
4. Business Environment Text & Cases, Himalaya Publishing
5. S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
6. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
7. Aswathappa, Essential of Business Environment, Himalaya Publishing
8. Aggarwal&Diwan, Business Environment, Excel Books
9. Sengupta, Government & Business Vikas Publishing House

10. Economic Survey, Government of India (Latest)

SML 552 Managing Organizational Behaviour

4 Credits (3-1-0)

Unit-1: Introduction to Organizational Behavior:

Introduction, definition, goals, scope and historical development of Organizational Behavior, fundamental concepts, contributing disciplines to OB, Models of OB, Research foundations for OB, Developments in OB.

Unit-2: Understanding Human Behaviour in Management:

Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and theories of personality shaping. Learning In Management: Concept and theories of learning, learning Principles, Role of learning in management.

Unit-3: Motivation and Leadership:

Concept, principles, theories – content and process. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioral, and situational.

Unit-4: Organizational Power and Politics

Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, **Conflict:** Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict.

Unit-5: : Organizational Culture

Concept, Characteristics & Importance of Culture. Understanding Work Stress and Its Consequences, Causes of Stress, Managing Stress and change.

Suggested Readings:

1. Stephen Robbins, Timothy Judge: -"Organizational Behavior Global Edition" Pearson
2. PareekUdai, *Behavioral Process in Organizations*, Oxford and IBH, New Delhi, 1981.
3. Mishra N., "Organizational Behavior", Vikas Publishers

SML 553 Macro Economics

4 Credits (3-1-0)

Unit-1: Overview of Economic System: The economics Background to management; nature and scope of managerial economics and its relationship with other disciplines; significance in

decision making and fundamental concepts of managerial economics.

Unit-2: National Income Analysis :

Definition, concepts, Measurement and relationship with Economic welfare.

Unit-3: Inflation :

Definition, Characteristics and types, Inflation in terms of demand-pull and Cost -push factors, Effects of Inflation.

Unit-4: Monetary Policy:

Objects of monetary policy under static, cyclical and growth settings. Monetary equilibrium criteria - Rising prices, Stable prices and neutral money. Relationship between Monetary policy and Fiscal policy. Instruments and techniques of monetary control. Limitations of monetary policy.

Unit-5: Economic Environment of Business :

Significance and elements of economic environment; Economic systems and business

environment; Economic planning in India; National Institution for Transforming India (NITI Aayog) Government policies - Industrial policy, Fiscal policy, Monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic Reforms; Liberalization, Privatisation and Globalisation.

Suggested Readings:

Text Books:

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Mankar.V.G., Business Economics, Macmillan, Business Book, 1999.

Reference Books:

1. Robert Pindyck, Daniel Rubinfeld:- “Microeconomics International Edition”
2. Mark N.K. Saunders, Philip Lewis, Adrian Thornhill:- “Research Methods for Business Students”
3. Atmanand, “Managerial Economics”, Excel Books, Delhi
4. Dwivedi D.N. , “Managerial Economics, “Vikas Publishers”

Examination Policy for Session 2018-19

Course Scheme: - Semester Scheme

Exam Type	Marks (Theory)	Assignment	Activity	Total Marks
Minor	20 Marks	10		30 Marks
Major	50 Marks	10	10 Marks	70 Marks
Practical				50 Marks
Grand Total				150 Marks

Practical Evaluation:-

1. A internal regular assessment will be done having 60% weightage of total marks.
2. A practical exam will be conducted of 40% weightage as an end term exam.

Re Major Policy:

1. A final 100 marks exam will be conducted.
2. Student can get B to D & F Grade as student gets in examination as per obtained marks.
3. No Re-Minor cases will be entertained.

Summer Examination Policy:

1. Student can appear in the summer exam if he/she is having F grade in any subject.
2. A paper of 100 marks exam will be conducted.
3. Student can register maximum 8 subjects for summer exam.
4. Student can get any grade as he or she get in examination as per his or her marks obtained.

COURSE STRUCTURE FOR MBA 2nd SEMESTER

S. No.	Course Code	Subject Name	L	T	P	Credits
1	SML 705	Financial Management	3	1	0	4
2	SML 731	Human Resource Management	3	1	0	4
3	SML 895	Research Methodology	3	1	0	4
4	SML 745	Operations Management	3	1	0	4
5	SML 852	Applied Taxation	3	1	0	4
6	MAL 280	Operation Research	3	1	0	4
7	SML760	Marketing Management	3	1	0	4
Total						28

SML 705 FINANCIAL MANAGEMENT

4 Credits (3-1-0)

Unit 1: Introduction

Meaning and nature of financial management, Scope and objective (Wealth maximisation & Wealth maximization) of financial statement, Function of financial management, Tasks and responsibility of modern finance manager, Related disciplines, Organizational structure, Financial statements: Meaning, components revised format of balance sheet.

Unit 2: Capital structure & Cost of capital

Meaning and definition of capital structure, factors influencing capital structure.

Concept of cost of capital, factors affecting of cost of capital, classification of cost of capital, Methods of cost of capital.

Unit 3: Capital Budgeting & Long term - finance

Meaning, nature and feature of capital budgeting, capital budgeting process, kinds of capital budgeting decisions, information required for capital budgeting, Technique of capital budgeting (NPV, Payback period, ARR, IRR), Meaning of long term finance, Sources of finance, advantage and disadvantage of finance.

Unit 4: Working Capital Management & Short term - finance

Concept of working capital, determinants and significance of adequate working capital, types of working capital, Method of calculation of working capital, Meaning of short term finance, sources of finance, advantage and disadvantage of short term finance.

Unit 5: Leverages & Dividend policy

Meaning of leverage, types of leverage, computation of different types of leverage.

Meaning of dividends, dividends decision and dividend policy, factors affecting dividends

policy, types of dividends policy, Dividends models.

Suggested Reading:

1. Financial Management Khan & Jain
2. Financial Management I. M .Pandey, Prasanna Chandra
3. Financial Management: theory and practice- Dr. Prasanna Chandra –Tata Mc Graw-Hill
4. Financial Management I M Pandey- Tata Mc Graw –Hill.
5. Financial Management: Text, Problems & cases M Y Khan and PK Jain- Tata Mc Graw
6. Financial Management, I M Pandey-Tata Mc Graw-hill
7. Corporate Financial Management: An introduction Dr A Besant C Raj-Tata Mc Graw-Hill
8. Financial Management, 6th Edition Ravi M. Kishore, Taxman

SML 731 HUMAN RESOURCE MANAGEMENT

4 Credits (3-1-0)

Unit 1: Overview of Human Resource Management and Organizational Structure

Introduction to HRM: Definition and concept of human resource management-History of human resource management:- functions of human resource management: managerial functions; strategic human resource management. Line and Staff Relationship, line-staff conflict, human resource management as a line responsibility , human resource management as a staff function , the role of human resource department in an organization-human resource management,

Human Resource Management v/s Personnel Management.

Unit 2: Human Resource Planning

Definition of human resource Planning – objectives of human resource planning: human resource planning at different levels-the process of human resource planning: assessing current human resources. Growing importance of human resource planning

Unit 3: Job Analysis and Design

Concept of job analysis-process of job analysis: Information gathering, job specification, developing a job description, developing a job specification –job analysis methods: job description; Compensation management, industrial relations, career planning, succession planning. Job rotation, job enlargement, job enrichment.

Unit 4: Recruitment and Selection

Factors affecting recruitment: organizational factors, environmental factors-recruitment policy-Sources of recruitment: internal search, external sources-need for flexible and proactive recruitment policy-evaluation of recruitment program. Selection process; Application Forms: evaluation of application forms, selection tests; interviews: preliminary interview, selection interview, decision making interview-the interview process: preparation, setting, conduct of interview, choosing an interview, evaluation, reference checks, medical examinations – placements.

Unit 5: Performance Appraisal

Concept of performance appraisal, objectives of performance appraisal- the appraisal process – the appraisers : self appraisal, supervisors, peers, customers, clients , subordinates- performance appraisal methods : management by objectives, graphic rating method, work standards approach , easy appraisal , critical incident method , forced choice rating method , point allocation method, ranking method, checklist, behaviorally anchored rating scale, 360 degree, performance appraisal, team appraisals, balanced scorecard – the appraisal interview: challenges of appraisal interview, pitfalls in performance appraisal.

Suggested Reading:

1. Gary Dessler – Human Resource Management
2. Pareek U. & T.V Rao – Designing & Managing Human Resource Systems
3. Ashwathappa – Human Resource Management

SML 895 RESEARCH METHODOLOGY

4 Credits (3-1-0)

Unit 1: Introduction Business Research Methodology

Meaning of Research, Objectives and Types of Research, Scope of Business Research, Role of Business Research in decision making, Factors affecting Business Research., Research process, Defining the research problem, selecting the problem.

Unit 2: Business Research Design

Need of Research design, Characteristics of a good Research design, Types of Research Design. Important concepts of relating to research design. Methods of Data Collection, Constructing a Questionnaire, Observation,

interview and Survey, Selection of Sampling procedure, Benefits of Research Design,

Unit 3: Sampling Design

Introduction, concept, Significance, Implication of sample design, Criteria of selecting a sampling procedure, steps in sample design, Characteristics of good sample design, Different types of sampling design: probability and non-probability sampling, complex random sampling design,

Unit 4: Measurement Concepts

Data Analysis--Hypothesis Testing – Procedure, Formulation, Selection of Test to be used, Type I & Type II Errors, Determination of Critical Values (One Tailed & Two Tailed Tests), Chi Square Test, Analysis of Variance, Criteria for Good Measurement, Types of Measurement Scales – Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Scaling Techniques - Rating Scale, Likert Scale, Thurstone Scale.

Unit 5: Interpretation & Report Writing

Interpretation: Meaning of interpretation, significance, Technique of interpretation, **Report writing:** Importance of report writing, Steps in report writing, Layout of research report, Precautions for writing research report, Computer role in research.

Suggested Reading

1. Research Methodology, K R Sharma- National Publishing House,
2. Non Parametric Statistics for the Behavioral Sciences, Siggal and N Castellan, Mc Graw Hill international Ed., New York

3. Methods in Social Research, Goode, W.J. and Paul Hatt, Mc Graw Hill Book Co., Auckland
4. Qualitative Research Design-An interactive approach, Maxwell, Joseph, Sage publications, London

SML 745 OPERATIONS MANAGEMENT

4 Credits (3-1-0)

Unit 1: Introduction

Basic concept: production management, definition, Nature and scope of production management, production system, difference between services and goods production, historical development of production management, steps designing for the customer, value analysis, make or buy decision.

Unit 2: Location Selection:

Facility location planning & facility layout: facility location, factors affecting plant location, plant location selection methods, process analysis, types of processes, process selection, methods – production layout techniques, process layout, product layout, assembly lines, fixed position layout, cellular layout, retail service layout.

Unit 3: Facilities Planning: Capacity planning

Facilities Planning: Capacity planning - process planning - aggregate planning - scheduling maintenance management concepts - work study, method study, work measurement, work sampling, work environment.

Unit 4: Material Management:

Material management - an overview, production control, storage and retrieval system. Inventory control – ABC analysis, JIT, EOQ, EOQ problems with shortage, standardization, and waste management.

Unit 5: TQM and Project Management:

Concept of total quality (TQ). International quality certification and other standards and their applicability in design, manufacturing. Humanistic and marketing aspects of TQ. Total quality of services, Total quality and safety.

Suggested Reading:

- 1.S.N. Chery Production and Operation Management
- 2.E. E. Adams Production and Operation Management
- 3.K. Bedi Production and Operation Management

SML 852 APPLIED TAXATION

4 Credits (3-1-0)

Unit 1 Introduction

Basic terminologies , Meaning and type of Tax , Basic terminologies , Incidence of Tax. Residential Status, Concept of Income

Unit 2: Tax Planning and Tax Management in relation to Remuneration , Capital Gain

Meaning and Scope of Income from Remuneration , Retirement Benefits Allowances ,Perquisite , and its Tax planning , Basis of Charge ,Meaning ,Nature ,Tax liability

Unit 3: Tax Planning in relation to Investment, Form of Organization and Managerial Decisions

Investment in Share, Debenture , Govt Securities ,UTI ,Saving Certificates , Provident Fund , Life Insurance policy , Mutual Fund , Deduction , Exemptions , Reliefs , Rebate, Sole proprietorship, Partnership ,capital structure Decision , Make and Buy Decision ,Dividend and Tax Planning

Unit 4: Introduction to Excise Duty, Custom Duty , Service Tax , VAT

Concept of Manufacturing, Goods , Types of Excise Duty, Valuation of Goods , Cenvat credits , Basic Concept of Custom Duty , Valuation of imported and Exported goods , Basic concepts of Service Tax , Applicability of Value added Tax and its Valuation

Unit 5: Goods and Service Tax (GST)

Suggested Readings:-

1. Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education, 2005.
2. James, A. O'Brien Introduction to Information Systems, Tata McGraw Hill, 2005.
3. Turban, E., McLean, E. & Wetherbe, J., Information Technology for Management: MakingConnections for Strategic Advantage. John Wiley and Sons, 2001.
4. Jawadekar, W. S., Management Information Systems. Tata McGraw Hill, 2001.

MAL 280 OPERATION RESEARCH

4 Credits (3-1-0)

Unit 1: Linear Programming Model

Formulation: Introduction, structure of linear programming model, Advantages of using linear programming, limitations of linear programming, general mathematical model of linear programming problem, examples of LP model formulation and graphical method.

Unit 2: Linear Programming Problems (LPP): Simplex Method and Artificial Variable

Method, Two Phase Method, Charnes' Big-M Method, Duality, Dual Simplex Method.

Unit 3: Transportation Problems: Introduction to Transportation Model, Matrix Form of TP, Applications of TP Models, Basic Feasible Solution of a TP, Degeneracy in TP, Formation of Loops in TP, Solution Techniques of TP, Different Methods for Obtaining Initial Basic Feasible Solutions viz. Matrix Minima Method, Row Minima Method, Column Minima Methods, Vogel's Approximation Method, Techniques for Obtaining Optimal Basic Feasible Solution. Assignment Problems: Definition, Hungarian Method for AP.

Unit 4: Game Theory :

Two-person Zero-sum Games, Pure Strategies (Minimax & Maximin principles): games with saddle point rules to Determine saddle point, Graphical method, Mixed strategies game without saddle point.

Unit 5 Queuing Theory:

Introduction to Queues, Queue Disciplines, Symbols and Notations, Distribution of Arrivals, Distribution of Service Times, Definition of Steady and Transient State, Single server single channel Model (M/M/1)

Suggested Reading:

1. S D Sharma, "Introduction to operation research", Kedarnath
2. Swarup K etal, "Operation Research", S. Chand
1. Hadley, G., "Linear Programming, and Massachusetts", Addison-Wesley
2. Taha, H.A., "Operations Research – An Introduction", Macmillian
3. Hiller, F.S., G.J. Lieberman, "Introduction to Operations Research", Holden-Day

Management
4 Credits (3-1-0)

Unit-1: Basics of Marketing: Introduction, Definition, Importance and Scope of Marketing, Core marketing concepts, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing vs. Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organizations, Marketing Environment, Factors Affecting Marketing Environment.

Unit-2: STP Marketing: Market Segmentation, Segmenting the Market, Basis & Benefits of Consumer/Industrial Market Segmentations, Market Segmentation Procedure. Market Targeting – Introduction, Procedure. Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy. **Service Marketing Aspect:** A Brief Account of Marketing of Services, Social Marketing, Online Marketing.

Unit-3: Product Design: Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Product Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. **Pricing, Distribution, and Promotion Decision:** Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/Industrial Products, Factors Affecting Channel Distribution,

Management of Channels: Current Trends in Wholesaling and Retailing Decision.

Unit-4: Digital & Social Media Marketing: Concept, Definition, Importance and Scope of Digital Marketing, Core Digital marketing concepts, Elements of Digital Marketing – Requirement, Demands, Target Consumer, Markets and Marketers; Web Marketing, Mobile Marketing, Email Marketing, Affiliate & Voucher Marketing, Video & Audio (Podcasting) Marketing.

Unit-5: Emerging Trends of Digital & Social Marketing Strategies: Search Engine Marketing (SEM), Search Engine Optimization (SEO), Online Advertising, Social Media Marketing (Facebook & LinkedIn), Mastering Google (AdWords Advertising, Analytics & Applications), Online Payments, Disability Web Access, Surveys & Forms, Crowdsourcing, Micro Blogging – Twitter, Copy Writing For The Web, Social Media & Mobiles. Strategic & Action Planning. Presentations & Review

Suggested Readings:

1. Kotler Philip, Marketing Management: Analysis, Planning, Implementations and Control, Pearson Education, New Delhi. 2003, 11th edition.
2. Kotler Philip & Armstrong Graw, Principles of Marketing, Pearson Education, New Delhi 2004.
3. SaxenaRajan, Marketing Management, TMH
4. Patukale Vinayak, Digital Marketing, 2013.
5. Miller Michael, B2B Digital Marketing: Using the Web to Market Directly to Businesses, 2014.

MBA III Semester Scheme and Syllabus

SPECIALIZATION	BASIC	S. No	Course Code	Subject Name	L	T	P	C
		1	SML732	Business Strategy	3	1	0	4
		2	SML555	Entrepreneurship Development and Skills	3	1	0	4
		3	SMD 651	Summer Training Project Report	0	6	0	6
Marketing		4	SML761	Consumer Behavior	3	1	0	4
		5	SML762	Services Marketing	3	1	0	4
		6	SML763	Retail Management	3	1	0	4
Finance		7	SML875	Security Analysis and Investment Management	3	1	0	4
		8	SML876	Project Appraisal Planning and Control	3	1	0	4
		9	SML877	Banking Service Operations	3	1	0	4
Human Resource		10	SML735	Training and Development	3	1	0	4
		11	SML736	Performance Management and Reward System	3	1	0	4
		12	SML737	Strategic Human Resource Management	3	1	0	4
Total Credits					1+2+3+M/H/F (3*4) + M/H/F (3*4)			38

Dual Specialization will be offered i.e. any two group from Marketing, Finance and Human resource can be chosen.

SML732 Business Strategy

4 Credits (3-1-0)

UNIT- I

STRATEGY AND PROCESS

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

UNIT- II

COMPETITIVE ADVANTAGE

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

UNIT- III

STRATEGIES

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) -Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis -SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework -Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT- IV

STRATEGY IMPLEMENTATION & EVALUATION

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.

UNIT -V

OTHER STRATEGIC ISSUES

Managing Technology and Innovation-Strategic issues for Non Profit organisations.New Business Models and strategies for Internet Economy.

Suggested Reading:

1. Strategic Management, Dr.PSubbaRao.
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and RangarajanKrish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)
4. Strategic Management– An integrated approach, Charles Hill & Gareth Jones.

Competing for the Future, Prahalad& Hamel.

SML555 Entrepreneurship Development and skills

4 Credits (3-1-0)

Unit-1: Introduction: Entrepreneur: Evolution, Characteristics/Entrepreneurial Competencies, Classification and Types, Functions of Entrepreneur - Distinction between an Entrepreneur and a Manager, Concept, of Intrapreneur, Theories of Entrepreneurship. Women Entrepreneurship - Concept, functions, Growth of Women Entrepreneurs, Problems, Development of Women- With reference to SHG's.

Unit-2: Entrepreneurial Project Development: Idea generation – sources and methods, Identification and classification of ideas.Environmental Scanning and SWOT analysis, Preparation of project plan –Points to be considered, Components of an ideal business plan – market plan, financial plan, operational plan, and HR plan.Project formulation –project report significance and contents.Project appraisal –Aspects and methods :(a) Economic oriented appraisal, (b) Financial appraisal, (c) Market oriented appraisal, Technological feasibility, Managerial competency.

Unit-3: Financing Of Enterprises: Need for Financial Planning, Sources of finance, Capital Structure, Term-loan, Sources of Short-Term Finance, Capitalization, Venture capital, Export Finance, Institutional Finance To Entrepreneurs, Preparation of Business Plans, Commercial Banks, Other financial institutions like IDBI, IFCI, ICICI, IRBI, LIC, UTI, SFCs, SIDCs, SIDBI, EXIM Bank. Institution Support to Entrepreneurs: Need for Institutional support - Small Entrepreneurs: NSIC, SIDO, SSIB, SSICS, SISI, DICs, Industrial Estates Specialized Institutions, TCOs.

Unit-4: Leading The Growing Company And Planning For Management Succession: Leadership in the new Economy, Hiring the Right Employees, Building the Right Organizational culture and structure, the challenge of Motivating Workers, Management Succession: Passing the Torch of Leadership. Brief introduction about Marketing of products and services, Human resource issues, Total quality management issues for small enterprises, Growth strategies in small businesses, sickness in small businesses, small enterprises in international business.**Motivation:** Major Motives Influencing an Entrepreneur – Achievement Motivation Training, self-Rating, Business Game, Thematic

Apperception Test – Stress management, Entrepreneurship Development Programs – Need, Objectives.

Unit-5: Contemporary Developments and Growth of Entrepreneurship: Electronic commerce and small enterprises, Options available to entrepreneurs- ancillarisation, Outsourcing, Franchising, cases on mergers, acquisitions and takeovers in India and at Global level.Rural Entrepreneurship: Concept, Need, Problems, Rural Industrialization in Retrospect, How to Develop Rural Entrepreneurship. Social Entrepreneurship: Definition, importance and social responsibilities-NGOs.

Suggested Readings:

Text Book:

1. Desai A.N. – “Entrepreneurship And Environment” 1990
2. S.S.KHANKA “Entrepreneurial Development” S.Chand& Co. Ltd. Ram Nagar New Delhi, 1999.
3. Hisrich R D and Peters M P, “Entrepreneurship” 5th Edition Tata McGraw-Hill, 2002.

Reference Book:

1. Rabindra N. Kanungo “Entrepreneurship and innovation”, Sage Publications, New Delhi, 1998.
2. EDII “Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development” Institute of India, Ahmadabad, 1986.

SMD 651 Summer Training Project Report

6Credits (0-6-0)

Unit-1: Introduction: The student should itemize clearly the tasks performed during the training period. The student can provide and discuss the training program given to him / her here in the introduction.

Unit-2: The Company Profile: Give the details of the company like, the size and type of industry, products manufactured, the organization chart, the various departments and their functions, the manufacturing processes, the infrastructure details, etc.

Unit-3: Body Of Report: The body is the main part of the report. The student in the body should detail the work performed and achievements during the training period. Each task or project performed can be placed in a separate section within the body.

Unit-4: Conclusions And Recommendations: In this last section of the report, the student should conclude his/her training and state the recommendations regarding the training - Benefits and weaknesses, Level and appropriateness of the work performed, Length of training period, etc.

Unit-5: Appendices: The student should include all supplementary documents that support his/her report in letter appendices (Appendix A, B, Appendices.

Marketing Specialization

S. No.	Course Code	Subject Name	L	T	P	C
1	SML761	Consumer Behaviour	3	1	0	4
2	SML762	Service Marketing	3	1	0	4
3	SML763	Retail Management	3	1	0	4

SML 761 Consumer Behaviour

4 Credits (3-1-0)

UNIT- I

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation,

Learning - nature, characteristics and types, Brand loyalty, Brand equity & leverage. Learning theories - information processing & Involvement.

Perception - Process, interpretation, and marketing strategy, Elements, Perceptual organization and defence, consumer imagery, perceived risk & how to handle the risk

UNIT- II

Motivation - Nature, strategies, theories and their relevance, Motivational research. Personality - Psycho-analytical neo-Freudian and social approaches to personality. Understanding consumer diversity, Brand **personality**, Role, and brand personification. Self-image, Vanity and consumer behavior.

Attitude formation & change - Sources of learning & influence on attitude formation, Strategies of Attitude change, Relationship between behaviour & attitude. Life style profiles- influences- self concept.

UNIT- III

Social Class - Identification and CB application on various social classes, Family Decision Making – consumption - related roles, Groups - types, Celebrities, Family, Socialization of family members, Function of family, , Family life cycle. Influence of reference groups – Friendship & Workgroup, Culture- Nature - Characteristics - Measurement, Sub-cultures, Cross culture.

UNIT- IV

Leadership & process, Dynamics, motivation and opinion leadership, Need, Measurement and corporate strategy of opinion leadership, models and role relationship, Profile of opinion leader, OL and firm's marketing strategy, Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process. Personal influence.

UNIT- V

Consumer decision-making process: Reutilized response, limited and extensive problem Solving behavior. Different buying situations- programmed and non-programmed buying occasions, Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making. Impact of communication process on developing persuasive strategies Consumer gifting behavior. Relationship marketing. Online buyer behaviour characteristics- difficulties and challenges. Advent of consumer protection movements consumerism- laws on consumer rights.

Suggested Reading:

1. Consumer Behavior, Schiffman and Kanuk , Prentice hall, 4th Edition.
2. Marketing Research and consumer behavior, Sumanthi, Vikas pub house.
3. Organizational buying behavior Hill Rey W Millar.
4. Marketing Research, Luck, Wales, Taylor, Rubin.
5. Research for marketing decision Green an Tull.
6. Marketing Research, Boyed.
7. Consumer behavior, M. Khan.

SML762 Services Marketing

4 Credits(3-1-0)

Unit-1: Introduction To Services Marketing:

Understanding Services: Factors Influencing the growth of the Service Sectors: Demographic Changes, Social Changes, Economic Changes, Technical Changes, Political and Legal Changes, Policy Charges-Services Defined-Tangibility Spectrum– Characteristics of Services: Intangibility, Heterogeneity, Inseparability and Perish ability- Generic Difference Between Goods and Services.**The Nature of Services Marketing:** Evolution of service firms- A different approach for marketing services.

Unit-2: The Customer Experience: Consumer Behavior

in Services: Difference Between Characteristics of Goods and Services: Search Qualities, Experience Qualities, Credence Qualities- Consumer Decision- Making Process: Need Perception, Search for Information and Perceived Risk, Evaluation of Post Purchase Evaluation-External Factors Influencing for Service Provides.**Customer Expectations and Perceptions:** Understanding customer Requirements – Customer Expectations-Types of Service Exceptions- Factors that influence Customer Expectations of Service.**Listening To Customers:** Using Marketing Research in Services-Approaches to Services Research: Post Transactional Surveys, Customer Complaint, Comment and Inquiry Surveys, Total Market Surveys.

Unit-3: Strategic Issues In Service Marketing:

Market Segmentation and Targeting: Market Segmentation in Services: Undifferentiated Marketing Approach, differentiated Marketing Approach, Concentrated Marketing Approach-Bases for Market Segmentation: Demographic, Geographic, Psycho graphic, Behaviorist – Requirements for Effective Segmentation.**Positioning and differentiation**

of Services: Definition and Concept- Positioning Strategies.Managing Demand and Capacity.

Unit-4: Services And The Marketing Mix: Marketing Mix in Traditional Marketing-Inadequacy of Four Ps-Expanded Marketing Mix: Product, Pricing, Promotion, Place, People, Process, Physical Evidence. Service Product Level: The Core Product, The Actual Product, The Augmented Product, The Augmented Product, The Potential Product-Service Product Decisions: Market penetration, Market Development, Product/Service Development, Diversification-Branding in services: Types of Branding-Categories for new Service Development Process- Product Life Cycle: Introduction, Growth, Maturity, And Decline. Key Characteristics of Pricing in Services-Pricing Objectives-Approaches to Pricing Services

Unit-5: Promotion And Communication Of Services: Importance of communication and its types: Internal Communication, External communication-communication issues for service marketers-objectives of promotions-elements of the promotion mix: personal selling, advertising, Sales promotion, publicity and Public Relations (PR), Direct marketing. **Challenges for Senior Management:** Marketing planning process: establishing strategic context, situation review, marketing strategy formulation, resource allocation and detailed planning. Definitions of quality and its significance-measuring service quality- service quality gap model- service quality standards- benchmarking - total quality management.

Suggested Reading:

1. Services Marketing, Valerie Zeithaml& Mary Jo Bitner-Tata McGraw-Hill.
2. Services Marketing, 3eChristopher Lovelock-Prentice Hall, International Edition.
3. Marketing Services: Competing, Leonard L berry and A Parasuraman.
4. Services Marketing Text & Cases, RajendraNargandkar, Tata McGraw Hill.
5. Services Marketing Text & Readings, Ravi Shanker, Excel Books Indian Perspective.

SML763 Retail Management

4 Credits (3-1-0)

Unit-1: Introduction To Retailing: Retailing- an Overview, Factors behind the change of Indian retailing industry-economic growth retailers' role in distribution channels-benefits of retailing-retailing environment-the legal environment Economic Environment, Retail institutions: theories of institutional change: wheel of retailing, dialectic process, retail accordion, natural selection Classification of retailers: store based and Non-store based retailers

Unit-2: Understanding The Retail Customer: The market structure: structure of buying population and their behavior. Population analysis: immigration and emigration, race and ethnicity, Demographic analysis Geographic Analysis:

regional markets, metro geography, Non-metro geography, consumer buying behavior-buying consideration, buying situations. Buying centers – buying influence, consumer buying process, types of consumer decision making, buying scenes. Retail Market Strategy: Definition of retail market strategy-target market and retail format-building sustainable competitive advantage: location, merchandise, price, service, communication achieving. Strategic positioning, nature of strategic positioning, nature of strategic planning.Retail promotion mix.

Unit-3: Store Location And Site Evaluation: Selecting the store location, market area analysis, factors affecting attractiveness of market areas and trade areas, estimating sales potential, trade area analysis, measurement and definition of trade area. Site evaluation and selection: types of location. Choosing general location, multi attribute weighted checklist Retail organization and Management, Forms of retail organizations: levels of organization, retail organization structure: independent store organizational structure, department store organizational structure, chain store organizational structure- legal forms of retail organization: sole proprietorship, partnership, corporation, Merchandise Management.

Unit-4: Managing The Retail Store: Store management, role of store managers, process, legal and ethical issues in managing store personal, cost controls, reducing inventory shrinkage, detecting and preventing shoplifting. Store layout, design and visual merchandise: Creating a store image, creating a buying environment, the exterior: marquee, entrance, door types, and walk ways, display windows, size of building, colors and materials. **Information system and Logistics:** Retailing: the role of information flow, information system in retail logistics pull-push logistics strategies.

Unit-5: Purchasing Systems: Purchasing system for merchandise plan, Concept of Merchandise Plan, evaluating the merchandise budget plan, inventory management reports, assigning merchandise to stores: analysis, Merchandise purchasing: merchandise purchasing, branding strategies: manufacturer brands, private label brands, reason for launching private labels. **Merchandise pricing:** Setting the price: price setting objectives, price setting determinants- pricing strategies and practices, EDLP, High/low pricing Adjustments to the initial retail price-markdown, markdown cancellations, additional markups. Concept of Customer Service, Importance of service in retail strategy- CRM.

Suggested Reading:

1. Retail Management, Chetan Bajaj RajnishTuliNidhiVarmaSrivastava- Second Edition
2. Retail Management A Strategic Approach, Berman, Barry and Joel R Evans- Prentice Hall, Seventh edition, 1998.
3. Economic Times intelligence Group Retail 2000-01, The Economic Times Knowledge Series.

- Retail Management, Haste and Ron James Reardon - McGraw Hill, International Edition, 1997.
- Retailing Management, 3e Levy, Michel Barton a Weitz- Irwin McGraw Hill.

Finance Specialization

S. No.	Course Code	Subject Name	L	T	P	C
1	SML875	Security Analysis and Investment Management	3	1	0	4
2	SML876	Project Appraisal Planning and Control	3	1	0	4
3	SML877	Banking Service Operations	3	1	0	4

SML875 Security Analysis And Investment Management 4 Credits (3-1-0)

UNIT 1: Capital & Money Market

Meaning of capital and money market, various types of securities in capital and money market, classification of capital market- primary and secondary market , Meaning of security analysis and portfolio management ,Meaning of security, Types of securities, Meaning of security analysis, Meaning of risk and return, components of risk-systematic and unsystematic risk, meaning of portfolio and portfolio management.

UNIT 2: FUNDAMENTAL ANALYSIS AND TECHNICAL ANALYSIS

Economic analysis: Meaning and purpose of fundamental analysis, EIC framework of fundamental analysis, key economic variables used for economic analysis, definition of an industry, industry life cycle, various characteristics of an industry.

Company analysis: Sources of information for company analysis (Internal, External), Factors in company analysis, Operating analysis, Management analysis financial analysis, various ratios used for company analysis.

Technical Analysis - Meaning and Assumptions of technical analysis, Dow theory, Market trends, Different types of price charts, Trend and trend reversal, various types of chart patterns, Reversal patterns, Breadth of market (Advance/Decline), Difference between technical analysis.

UNIT 3: SECURITY VALUATION

Approaches to Investment , Basic valuation models – Fundamental Approach , Valuation of Bonds , Debentures, preference shares, Equity Shares , Commercial paper, Treasury Bill , Mutual funds etc.

UNIT 4: PORTFOLIO ANALYSIS

Meaning of portfolio, expected return and risk of portfolio with two securities, meaning and benefits of diversification, portfolio with more than two securities, Markowitz model of

portfolio selection, Single and multi index model, CAPM model.

UNIT 5: PORTFOLIO EVALUATION

Performance evaluation of portfolio, techniques of portfolio revision, Sharp and Treynor's ratios.

References:

- Investments, S. Kevin
- Security Analysis and Portfolio Management, Fischer, Donald E. and Jordan, Ronald
- Investment Management , Preeti Singh
- John C.hull and SankarshanBabu

SML876 Project Appraisal Planning And Control 4 Credits (3-1-0)

UNIT-1: BASIC INTRODUCTION

Overview of capital investment: Importance and Difficulties, Types of Capital Investment, Factors of Project Analysis, key issues in major investment decision, objective of Capital Budgeting. **Strategy Planning and allocation of Resources:** Concept of strategy, Grand Strategy, Diversification Debate, Portfolio Strategy, Business level Strategy. **Generation and Screening of project ideas:** Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Tools for identifying investment opportunities, Sources of Positive Net Present Value.

UNIT 2: SITUATIONAL ANALYSIS OF MARKET AND DEMAND

Market and Demand analysis: Situational Analysis and Specification of Objectives, Collection of Secondary Information, Conduct of Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting. **Technical analysis:** Manufacturing Process, Product Mix, Plant Capacity Location and Site, Machineries and Equipments, Schedule of Project Implementation. **Financial estimates and projects:** Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Projected cash flows and Balance Sheet.

UNIT 3: SELECTION OF PROJECTS

Investment Criteria: Time value of money, NetPresent Value, Profitability Index, Internal rate of return, Payback period, accounting rate of return, Investment Evaluation. **Project Cash Flows:** Principles of Cash Flow, Elements of Cash flow, Problems and Solutions of Cash Flows. **Cost of Capital:** Cost of equity, preference, debt, WACC, Problems and Solutions of Cost of capital. **Project risk analysis:** Risk, Sensitivity Analysis, Break-even Analysis, Simulation Analysis, Decision Tree Analysis, Practical Questions.

UNIT 4: FINANCING OF PROJECT

Project financing in India.Capital Structure, Equity Capital, Preference Capital, Debentures\Bonds , Term Loans. **Venture Capital and Private Equity:** VC investment, VC investors, VC Investment Appraisal Process and Management, VC and PE Regulation of VC Industry in India.

UNIT 5:IMPLEMENTATION AND REVIEW OF PROJECT

Project Management: Forms of Project Organization, Project Planning and Control, Essence of Project Management, Critical Path, PERT, CPM.**Project review and Administrative Aspects:** Control of in-progress projects, The Post-audits, Abandonment Analysis, Agency Problems, Evaluating the Capital Budgeting System of an Organisation

REFERENCE BOOK

- Project Planning, Analysis and Management, Prasanna Chandra.

SML877 Banking Services Operations
4 Credits (3-1-0)

UNIT 1: Introduction of Banking: Definition and Meaning of banking, History of banking, Banking system in India, RBI origin & growth, function of RBI, Bank nationalization in India, System of banking, Branch banking, Unit banking, Correspondence banking, Retail banking- basics of retail banking, forms of retail banking, types of retail Banking products, advantage of retail banking, Corporate banking- meaning and nature of corporate banking ,products in corporate banking, difference between corporate banking and retail banking, Banking regulation act.

UNIT 2:Operation Management in banking: Banking operations, Changing nature of banking operations, Deposit accounts for various types of customers like saving account, current account, fixed deposit, documents required for opening of account, various type of loan facilities- home loan, personal loan, vehicle loan, agriculture finance, SME lending, Tiny sector financing. Back office operations, Bank

S. No.	Course Code	Subject Name	L	T	P	C
1	SML735	Training and Development	3	1	0	4
2	SML736	Performance Management and Reward System	3	1	0	4
3	SML737	Strategic Human Resource Management.	3	1	0	4

reconciliation statement: Meaning, need, causes of difference preparation of bank reconciliation statement. Follow up and recovery:Follow up or supervision, Measures

for effective follow up, NPA’s, Classification of NPA’s Strategy and management of NPA’s.

UNIT 3: Merchant banking and Investment Banking:

Concept of Merchant banking, History and origin of merchant banking in India, Merchant banking structure in India, requirements for setting up a merchant bank, Services provided by merchant banks, categories of merchant banking, qualities of merchant banker, main merchant banking companies, SEBI Guidelines for merchant banker, commercial banking v/s merchant banking. Investment banking- concept of investment banks, Importance and structure of investment banking in India, Role of investment banking, services of investment banking, difference in commercial banking, merchant banking & investment banking.

UNIT 4: Role of smart banking technology and risk management in E- Banking:

Banking software, use of E- banking, core banking, electronic payment system- online payment, electronic fund transfer system- NEFT& RTGS, Automated teller machine, call center, internet banking, mobile banking, payment gateways, card technologies, MICR electronic clearing. Various types of risk in e-banking, causes of risk in e-banking, recommendation of Basel committee for risk management in e-banking, Security Consideration in E-Banking. Basel I & Basel II guideline.

UNIT 5: Rural banking in India and International banking:

Rural finance and rural banking in India, various types of products in rural banking, regional rural banks in India.Sources of rural finance, National Bank for Agriculture and Rural Development (NABARD), Role & objectives of NABARD, challenges in rural banking in India.International banking: Meaning and types, services offered by international bank, importance of international bank, World bank, IDBI, IFCI,ADB, and other institutions,Banking practices in European Banks- large banking centers, Japanese banking, American banking, Swiss Banking Practices.

Suggested Reading:

1. Managing Indian Banks: Challenger Ahead, Vasant C Joshi Vinay V Joshi, Sage Pub.
2. Money Banking and International Trade KPM Sundharam, S Chand and Sons.
3. Practical Banking Advances, Bedi H.L. &Haridikar V.K.,UBSPD.
4. Banking operation management, Vimaljaiswal, vikas publishing

Human Resource Specialization

SML735 Training And Development
4 Credits (3-1-0)

UNIT1: INTRODUCTION OF TRAINING AND DEVELOPMENT

Meaning, definition, scope of training, objectives of training- assumptions about training-basic purposes of training –functions of training –benefits of training-training and education, distinctions between training and development.

UNIT 2: ASSESSMENTS OF TRAINING

Needs-triggers for training ; organizational support for the needs assessment process; organizational analysis, requirements analysis; task and knowledge, skill and ability analysis; personal analysis; needs assessment methods and techniques.

UNIT 3: LEARNING ENVIRONMENT

Learning environment-what is to be learnt; building effective instruction; incorporating learning principles; training issues; motivational theories; conditions of transfer of learning.

Training delivery-training institutional approaches

Classroom instructions; self directed learning Programmes; simulated work settings; effective instruction; emerging training technologies, training methods and techniques, training strategy.

UNIT 4: TRAINING INTERVENTIONS

Training interventions and learning experiences-building employee capabilities; employee orientation, newcomer socialization, on the job training, apprenticeships, embedded training performance support systems, enterprise training.

Building team effectiveness-cross training, inter positional training, team and self management, action learning. Developing leaders, business simulations, role modeling and applied learning, assessment events, and experience – centered learning.

UNIT 5: LEARNING ORGANIZATION

Learning system-training and the learning organization, characteristics of a learning organization, models, learning organizations, challenges to become a learning organization. Increasing work force readiness, ensuring fairness and enhancing opportunity at work, retaining for changing markets.

SUGGESTED READING:

- Training and Development, UdaiPareek.

SML736 Performance Management And Reward Systems

4 Credits (3-1-0)

Unit-1: The Foundation Of Performance Management:

Concept and definitions of performance appraisal systems-objectives, process -benefits limitations, Criteria for effective appraisal-performance appraisal vs. performance Management. Fundamentals Aspects, Meaning and definition of performance management-process of performance Management –organizational context , culture of an organization, functionality of an organization, individuals job design , teamwork, organizational development, purpose of Value statements, human resource management; strategic management, elements to effective performance management. Potential appraisal and HRD, Potential-objectives, essential qualities of an employee-human resource development, Concept and Definition, objectives, Essentials, Significance of HRD.

Unit-2: Performance Planning And Management:

Meaning, need, planning-considerations, planning individual performance (KPA) ; Key Result Areas; Identification of Target; Action plans; Goal Settings. Measuring Performance, Introduction-Principles of Measurement-Need Identification of performance measures, output measures, input measures, and criteria -classification of performance measures.

Unit-3: Competency Analysis And Competency Mapping:

History –Meaning competence analysis: methods of analysis; functional analysis; approaches : expert opinion ; structured interview , workshops, critical incident techniques, repertory grid, job competency assessment-process in competency mapping –competency and performance- Tools to identify the competencies of the employees.

Unit-4: Performance Evaluation:

Meaning, definitions of counseling-objectives-Need, essential conditions-process of performance Counseling-coaching: Aims Of coaching, process –the coaching model.

Unit-5: Reward Systems And Performance:

Definition of Motivation, importance, role of motivation. Motivation theories.**Performance, competence and skill based pay:** Introduction, pay-types, pay-competence related pay-skill based pay-incentives scheme; shop-floor incentives-payments by results-sales force incentives schemes-executive pay team based party: profit sharing-gain sharing-employees stock ownership plan (ESOP). Recent trends in performance Appraisal system

Suggested Reading:

1. Performance Management-The new realities, Michel Armstrong/Jaico publishing.
2. A hand book of Reward Management, Michel Armstrong/Kogan Page.
3. Performance management and Appraisal Systems, T.V. Rao/Response books.

4. Appraising & Developing managerial Performance, T.V. Rao/Excel books.
5. Performance management – concepts, skills, Cardy, Robert. L. And exercises
6. Managing Individual performance, Aldwin, Kieran.

- 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

SML737 Strategic Human Resource Management
4 Credits (3-1-0)

Unit 1: Introduction to Strategic HRM

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies; **Human Resource Environment:** Technology and structure; Workforce diversity; Demographic changes, Temporary and contract labour; Global environment; Global competition, Global sourcing of labour; WTO and labour standards.

Unit 2: Recruitment and Retention Strategies

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 **Training and Development Strategies:** Creating a learning organization; Competency mapping; Multi-Skilling, Succession planning; Cross cultural training.

Unit 3: PERFORMANCE MANAGEMENT STRATEGIES

Defining key result areas (KRA); Result based performance, Linking performance to pay; Merit based promotions; **Reward and Compensation Strategies:** Performance based pay; Skill based pay; Team based Pay, Broad banding; Profit sharing; Executive Compensation; Variable pay; **Retrenchment Strategies:** Downsizing; Voluntary retirement schemes (VRS), HR outsourcing; Early retirement plans; Project based employment.

Unit 4: HUMAN ASPECTS OF STRATEGY IMPLEMENTATION

Behavioural 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 5: GLOBAL HR STRATEGIES

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

Books Recommended:-

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi

COURSE STRUCTURE FOR MBA 4th SEMESTER

SEMESTER 4						
MBA						
SPECIALIZATION	CODE	SUBJECT	L	T	P	C
	SML 801	Business Ethics and Corporate Governance	3	1	0	4
	SML 203	Business Law	3	1	0	4
	SMD 652	Management Thesis	0	8	0	8
Marketing	SML 811	Industrial Marketing	3	1	0	4
Marketing	SML 812	Sales and Distribution Management	3	1	0	4
Marketing	SML 813	Advertising & Brand Media Management	3	1	0	4
Finance	SML 824	Investment Management	3	1	0	4
Finance	SML 822	Management of Financial Services	3	1	0	4
Finance	SML 823	Advance Management Accounting	3	1	0	4
Human Resource	SML 831	Leadership Skills and Change Management	3	1	0	4
Human Resource	SML 832	Labor Law and Compensation Management	3	1	0	4
Human Resource	SML 833	Human Resourcing Planning	3	1	0	4

SML 801 BUSINESS ETHICS AND CORPORATE GOVERNANCE

4 Credits (3-1-0)

Unit 1: Business Ethics- An overview:

Ethics-Nature of Ethics-Objectives of ethics-Business ethics-nature of Business ethics-Relationship between ethics and business-Need for business ethics, The Ethical Organisation and its corporate code.

Unit 2: Management and Ethics:

Ethical Issue in Marketing Management, Ethical Issues in Operations Management, Ethical Issues in Purchase Management, Ethical Issues in Human Resource Management, Ethical Issues in Finance, Ethical Issues in Accounting and other Functions.

Unit 3: Ethical Dilemmas at Workplace:

Dilemmas at workplace- Ethical dilemmas: Power, Authority and Trust, Secrecy, confidentiality and loyalty- Resolving dilemmas: Manager, Employee, Ethical Issues in Global Business

Unit 4: Corporate Responsibility- Stakeholders:

Stakeholders- An overview- Internal stakeholder: Shareholders, Employees, Management- External stakeholders: Consumers, Suppliers, Creditors, Competitors, Community.

Unit 5: Corporate Governance- An overview:

Corporate Governance- Board Structures and Styles, Corporate Governance- Roles and Responsibility of Board of Directors, Corporate Governance- Codes and Laws.

Suggested Readings:-

1. Charaborty, S.K. : Foundation of Manageria Work -Contributions from Indian Thought, Himalaya Publishing House Delhi 1998
2. Management Effectiveness and Quality of Work-life-In-dian Insight, Tata McGraw Hill Publishing Company, New Delhi 1987.
3. Management by Values. Oxford University Press, 1991
4. Drucker,P: Managing in Turbulent Times, Pan Books London 1983
5. Kumar,S and N.K. Uberoi : Managing Secularism in the New Millennium, Excel Books 2000

SML 203 BUSINESS LAW

4 Credits (3-1-0)

Unit -1 The Indian Contract Act

The Indian contract Act, 1872: Nature of the Contract, Classification of Contract, Offer and Acceptance of contract, Capacity of contract, Free consent, Consideration, Legality of object, Agreements declared void, Void agreement,essential of a valid contract Contingent contract, Performance of contracts, Discharge of Contracts, Remedies for Breach of contract, essential of a valid contract, Quasi- Contract.

Unit -2 Indian Contract Act, 1872

Contract of Indemnity, Contract of Guarantee, Contract of Bailment and Pledge Kinds of Bailment, Duties of and right of bailer and bailee, Termination of Bailment, Contract of Agency. Types of Agency, Agents responsibility and rights.

Unit -3 Companies Act, 2013

The Companies Act, 2013: Nature and types of Companies, Formation, Memorandum and articles of association, prospectus, public deposits, Share & share capital, allotment of share, Meetings, Winding up.

Unit -4 Filing of Companies form

Types of form, Provision regarding filing of forms, Procedure of filing forms, Benefits of filing of forms, Key benefits of MCA 21, Latest amendments in 2015.

Unit -5 Sale of Goods Act, 1930; Negotiable Instruments Act, 1881& Consumer protection Act, 1986

The Sale of Goods Act, 1930: Formation of the contract of sale, Goods and their classification, Price, Condition and Warranties, Right of an unpaid seller.

Consumer Protection Act, 1986: Concept & Nature, Objectives, Terminology and Right. The Negotiable Instruments Act, 1881: Nature and types, negotiation and assignment, Holder in due course, Dishonour and discharge of a negotiable instrument.

Suggested Readings:-

1. Business Law, S.S. Gulshan
2. Business Law, Gulshan S. S. G K Kapoor
3. Business Law, Roger LeRoy Miller
4. Business Law, Pathak
5. Business Law, Tulsian

SML 811 INDUSTRIAL MARKETING

4 Credits (3-1-0)

Unit 1: Nature & Dimensions of Industrial Marketing-

Meaning & Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing. Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer. Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services

Unit2: Organizational Buying Process:

Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences. Organizational Influences on Buying Behavior; The Buy Grid Model; The Organizational Buying Decision Process.

Unit3: Industrial Product Decisions:

Industrial Product Decisions: Industrial Product Life Cycle –Industrial Product Mix determinants viz. technology – competition – operating capacity – shift in location of customers – government controls – changes in level of business activity.

Unit4: Logistic and Pricing of Industrial Product:

Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturers’ and sales agents – Brokers - Channel Logistics. Pricing for Industrial Products – Pricing Objectives - Price Decision Analysis – Breakeven analysis – net pricing – discount pricing – trade discounts – eographic pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright purchase – Hire-purchase – Leasing

Unit5: Promotion of Industrial Products:

Purchasing systems – Auctions-Documentation – bids – order placement – follow up – receipt and inspection. Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties.

Suggested readings:

- 1.Hawaldar, Krishna, K. Industrial marketing- text and cases. Tata McGraw Hill
- 2.Webster, Frederic, E. Industrial marketing strategy. John Wiley & Sons

SML 812 SALES & DISTRIBUTION MANAGEMENT

4 Credits (3-1-0)

Unit 1: An Introduction to Sales Management

Role of Sales Manager, Concept of Personal Selling-Nature, Scope & Objectives, Formulation of Personal Selling Strategies & Process of Personal Selling, Qualities of Successful Sales Manager, Planning the Sales force, Analyzing Market Demand & Sales Potential, Sales Forecasting, Setting Sales Territories & Quotas, Sales Budgets.

Unit 2: Sales Force Management

Organizing the Sales Force, Designing the Structure & Size of Sales Force Recruitment & Selection of Sales Personnel, Leading & Motivating Sales Force, Training & Compensating, Sales Contents, Evaluation & Analysis, Sales Analysis.

Unit 3: Distribution management

Characteristics, objective and functions of distribution channel, factors influence channel decisions, types of channels, factors determining length of channels, Channel Integration- VMS, HMS, Whole sailing & Retailing Distributors: Functions, Policies & Strategies.

Unit 4: Channel Management

Channel Design, Channel Selection, Channel conflicts, types of conflicts, nature/causes of conflicts, channel conflict as a process, conflict resolution mechanisms, managing the conflict, negotiation as a mechanism for resolving conflict.

Unit 5: Physical Distribution Physical Distribution concepts and objective, Components of Physical Distribution, Transportation, Warehousing, Impact of IT on Physical Distribution, Implication of Supply chain Management in Physical Distribution

Suggested Readings:

1. Sahu. Salesmanship & sales management. Vikas Publishing House
2. Lancaster. Selling & sales management. MacMillan, New Delhi
3. C. Glen Watters. Marketing Channels. Good Tear Publishing Company. USA
4. S.L.Gupta. Sales distribution Management
5. Sales and Distribution Management- Krishna Havaladar, Cavale

Suggested Readings:

6. Sahu. Salesmanship & sales management. Vikas Publishing House
 7. Lancaster. Selling & sales management. MacMillan, New Delhi
 8. C. Glen Watters. Marketing Channels. Good Tear Publishing Company. USA
- S.L.Gupta. Sales distribution Management

SML 813 ADVERTISING, BRAND, MEDIA MANAGEMENT

4 Credits (3-1-0)

Unit 1: Advertising Objectives and Planning

Advertising as a management function, role of advertising in the marketing process. Consumer orientation in advertising, methods of classification, advertising's role in the society criticisms of advertising social; Advertising plan – The briefing process, production process. Types of advertising Consumer orientation in advertising, methods of classification. print advertising , electronics advertising, outdoor advertising, direct mail advertising.

Unit 2: Steps in advertising strategies & Views of Thinkers Creative strategy:

Various appeals and execution styles, general idea of what great advertising thinkers say – both Indian and foreign. Sales promotions and consumer promotions Contests and conferences, advertising research, measurement of advertising effectiveness. Copy research, motivational research industrial advertising. Corporate in age building through effectiveness. Industrial advertising, public service advertising, advocacy advertising, social advertising.

Unit 3: Other issues in Advertising & Law & Practices Comparative Advertisement – Corporate Advertisement– web Advertising – Organization Of advertising function – The Advertising Agency – Types of Advertising Agencies – Agency Compensation advertising law and practices. Self regulation advertising. Ethical issues in advertising. Client agency relationship, consumer behavior model and application

Unit 4: Brand Management Brands and Their significance–

Role of brands – Branding strategies – Brand equity – brand Loyalty – brand awareness – perceived quality – brand associations – branding and marketing communications – International branding considerations – brand management during Recessions – Corporate Image and brand management.

Unit 5: Media Management

Media Planning , mass media promotion, media strategy, types of media, inter-media comparison, media characteristics, media resource in India, media planning models, planning media mix, planning and executing the advertising campaign.

Suggested Reading:

1. Advertising Zeigler ET. AL., Mc Graw Hill Publications

2. Advertising principles problems and cases Dirksen Kroeger and Nicossia, D.B. Taraporewala & sons, Mumbai

SML824 INVESTMENT MANAGEMENT

4 Credits (3-1-0)

Unit 1. Regulatory Framework & Working of Stock Exchanges in India

Role of RBI as market regulator, Security and Exchange Board of India(SEBI), objectives of SEBI. History of stock market in India, Bombay Stock Exchange(BSE) and National Stock Exchange(NSE), composition of Sensex and Nifty, working of stock exchanges. Procedure of trading in stock exchange, dematerialization account, online trading.

Unit 2. Mutual Funds

Meaning and operations of mutual funds, advantages and disadvantages of mutual funds, history of mutual funds in India, various types of mutual fund schemes, open and close ended schemes, equity schemes, balanced schemes, income schemes and money-market schemes, index schemes, sector specific schemes, ETF, fixed maturity plans, funds of funds, offshore funds, SIP, SWP and STP, calculation of NAV, active and passive strategy.

Unit 3. Capital & Money Market

Meaning of capital and money market, various types of securities in capital and money market, classification of capital market- primary and secondary market, methods of issuance in primary market, pricing of IPO's- fixed price method and book building method, allotment procedure in IPO, Follow on Public Offer(FPO), Right Issue and Private Placement.

Unit 4. Financial Derivative-I

Meaning of derivative securities, types of derivatives, uses of derivatives, hedging, arbitrage and speculation, future and option contracts, type of option contracts- call and put options.

Unit 5. Financial Derivative-II

Various types of option strategies, valuation of option at expiration, mixed option strategies, black-scholes model of option valuation. Swaps

Suggested Reading:

1. Sharpe, W.F. Investment, Prentice Hall, Englawood cliff.
2. Clark, James Fransis, Investment ~nt-Analysis and Management, McGraw Hill, International Edition
3. Donal, E. Fisher and Ronald J. Jorden: Security Analysis and Portfolio Management, Prentice Hall, New Delhi
4. Investments, S. Kevin

SML 822 MANAGEMENT OF FINANCIAL SERVICES

4 Credits (3-1-0)

Unit 1-Introduction to financial services marketing:

Introduction to financial services marketing: Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India. Indian financial system: an overview of Indian financial institutions, types of financial services – fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.

Unit 2-Emergence of Micro, Small and Medium (MSME) enterprises and Role of Institutions, Assessment of Fiscal, Monetary Policy and Price Stability for last Five years.

Micro, Small and Medium enterprises in India, Critical evaluation of latest economic policies of India: Monetary policy, Fiscal policy, Industrial policy, Export-Import policy, and their impact on business environment, Role of SIDBI and other institutions

Introduction to FEMA, consumer protection act, the changing dimensions of these laws and their impact on business. Stock exchange, Commodity exchanges in India, the role of SEBI.

Unit 3- Merchant Banking

Merchant banking: nature and scope, regulation, overview of current Indian merchant banking scene-structure of merchant banking industry, primary market in India and abroad, SEBI guidelines, pricing and timing of public issues, pre-issue management-advertising and marketing, post issue management-rights issues. Introductory, conceptual, evaluation, marketing and legal aspects of the following financial services: Lease, Hire purchase, consumer finance, factoring, bill financing, credit cards, securitization/mortgages.

Unit 4: Agriculture and Business, Balance of payment and Balance of Trade

Role of Agriculture in Economic Development, Trends in Agricultural Production, Agro based Industries, Dependence of Business on Agriculture, Corporate India Initiatives.

Exchange rate and competitiveness, foreign capital flows and foreign collaboration, FDI in India.

Unit 5: Personal Financial Planning

Financial planning process: Rewards of financial planning, steps in financial planning process, planning for a life time, the planning environment, determinates of personal income.

Suggested Readings:

- The Indian Financial System: Market, Institutions and Services, Bharti. V. Phatak , Pearson Publications
- Indian Financial System, 7th edition, M.Y. Khan, 7/E

SML 823 ADVANCED MANAGEMENT ACCOUNTING

4 Credits (3-1-0)

Unit 1- Introduction

Management Accounting-Introduction. Basic cost terms and concepts .Tools and technique used in Management accounting , limitation , Advantages and Functions , Managerial implications of job order costing, process costing- simple process, process accounting of normal and abnormal wastage, Process Stock Accounting and inter process accounting. Cost-volume-profit analysis. Standard cost and variance analysis.

Unit 2- Budgeting and budgetary control and B.E.P. Analysis

Budgeting and budgetary control -Types of budget- Flexible, cash, sales, production budget, master budget. Managerial implication of budget, performance budgeting, ZBB. Cost–Volume profit analysis: Concept of break-even point, Profit volume relation, Margin of safety, Angle of incidence, Break-even point chart, Break even analysis, Profit graph

Unit 3- Introduction to consolidated Accounts of Holding and Subsidiary Companies

Holding and Subsidiary companies – Definition and legal requirements for accounts, consolidation of financial statements, advantages and disadvantages. Cross Holding ,Chain Holding

Unit 4- Accounting for Banking ,and Electricity Co.

Financial Statements of Banking Companies , Electricity Company , Accounting for Investment.

Unit 5- Emerging issues in Management Accounting

Emerging issues in Management, Accounting-Human Resources Accounting , EVA , Value Added Statement,.

Suggested Reading:

- 1.Modern Accountancy Hanif & Mukherjee–Tata Mc Graw Hill
- 2.Financial Accounting for Management Ambrish Gupta , Pearson Education
- 3.Financial Accounting Tulsian – Tata Mc Graw Hill
- 4.Advanced Accounts Vol – I & II R.L. Gupta – Sultan Chand & Co.
- 5.Advanced Accounts Vol – I & II Shukla and Grewal – Sultan Chand & Co.
- 6.Accountancy T Manohar – Sultan Chand & Co.

SML 832 LABOUR LAW AND COMPENSATION MANAGEMENT

4 Credits (3-1-0)

Unit 1: Job Evaluation-

Definition – objectives – principles – methods, ranking, classifications, factor comparison method and point rating method.

Unit 2: Objectives of performance appraisal Organizational uses of performance appraisal – steps in appraising performances. Methods of appraisal – Graphic scale method, alternatives ranking method; paired comparison method. Critical incident method, Confidential records, BARS, MBO, 360 degree performance appraisal, self-appraisal.

Unit 3: Historical Development of payment systems-Basic concept: definition of compensation, wages, salaries and wage rates. Employees’ State Insurance Act, 1948 (ESI Act), Payment of Gratuity Act, 1972 (PG Act)

Unit 4:Theories of Wages:

Subsistence theory, wage fund theory, surplus value theory, residual claimant theory, marginal productivity theory, bargaining theory and behavioral theories. Expectancy theories, Equity theories, Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.

Unit 5: Factories Act, 1948, Industrial Employment (Standing Order) Act, 1936; Trade Union Act, 1926, Industrial Disputes Act, 1947.

Suggested Reading:

1. Compensation Management in Changing environment S.K Bhatia
2. Compensation & Reward System B.D Singh
3. Indrajeet Singh: Labour Laws
4. Mishra: Labour Legislation
5. Kumawat: Labour Legislation

SML 833 HUMAN RESOURCES PLANNING

4 Credits (3-1-0)

Unit 1: Introduction

Nature and concept of Human Resource planning, benefits of human resource planning, process, significance of HRP Factors of Human resource planning, HRP components, HRD : Introduction, significance, Need of Human Resource Development, Need for HRD in the Indian context

Unit 2: HR Procurement

Concepts, Importance, factors, affecting recruitment, Recruitment Process, Sources of Recruitment Internal sources and External sources Techniques of recruitments..**Selection:** concept, methods of selection, Selection process, Types of selection test. **Placement:** concept, nature. Induction/orientation

Unit 3: Job analysis and Job design

Meaning and definition, job analysis process, Uses of job analysis, Job Description and job specification techniques of job analysis, methods and practice of job analysis,

Job Design: Concept, Nature, Factors affect job design, technique of Job design

Unit 4: Training and Performance Appraisal and Measurement

Training: Concept, Nature, Training phases, Need for training, assessment of training need, levels of training need Training methods. **Performance Appraisal and measurement:** concept, nature, objective, Process, Methods of appraisal

Unit 5 Career planning and succession management

Definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programs, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis

Suggested Readings:

- Deepak K. Bhattacharya – Human Resource Planning, Oxford Publication
- Gary Dessler – Human Resource Management, Pearson
- Leadership Succession, Leadership succession – an overview, Importance of the right CEO, Insider Vs Outsider

SML 831 Leadership Skills and Change Management:

4 Credits (3-1-0)

Unit 1 Leadership and Change Management: Leadership Skills, Developing Leadership Skills, Visioning Skills, Persuasion Skills, Motivation Skills, Conflict Resolution Skills, Leadership Tactics, Change Management Skills, Direction Setting Skills, Factors Resisting Change, Skills to Implement and Communicate Change, Leader as a Change Agent, Crisis Management Skills, Crisis Defined, Types of Crisis, Preventing a Crisis, Identify a Crisis Resolving the Crisis, Communication in Crisis Management, Risk Management, Managing Risk.

Unit 2 Introduction and Theories of Leadership:

Difference between leadership and management, Organizing and staffing , evolution of leadership theories – trait theories, behavioral theories , Contingency Approaches to leadership, Fielder's Contingency Model, path – goal theory – Attributes of effective Leaders – self – Awareness, self – regulation, motivation, empathy, social skills. Leadership styles Leadership styles – Authoritative styles, autocratic style, Benevolent style, Coaching Style, Democratic style, pacesetting style, expert styles, manipulative styles, Bureaucratic style, Participative style, leader as an announcer, seller, clarifier, equal partner, follower – the Impact of leadership styles.

Unit 3 Cross Cultural Team Management

Working with international teams—groups process during international encounters—conflicts and cultural differences—understanding and dealing with conflicts—developing intellectual relationships.

Unit 4 Path to Leadership Learning, the learning organization –

Innovative learning, learning from others experiences, through analysis, through formal and informal means, Demystifying Coaching, the leader as a coach, Developing Performing Teams Moving from command and control to team work, Leadership Succession, Leadership succession – an overview, Importance of the right CEO, Insider Vs Outsider

Unit 5 Types of leaders

Transactional leaders, Transformational leaders, Charismatic leaders.

Suggested Reading:

- Creative Leadership Rustom s Davar – UBS Publishers & Distributors
- Organizational Behavior Fred Luthans/Tata Mc Graw Hill
- Leadership: Research Findings, Du Brin A J – Houghton Mifflin Company, 1998 Practice and Skills
- Managing Change–A Human Resource Thornhill A, Lewis P, millmore M
- Strategy Approach &Saunders M Prentice hall, 2000
- Inspiring Leadership John Adair – Viva Books Private Ltd. –First Indian Edition 2003

SML 652 MANAGEMENT THESIS

8 Credits (0-8-0)